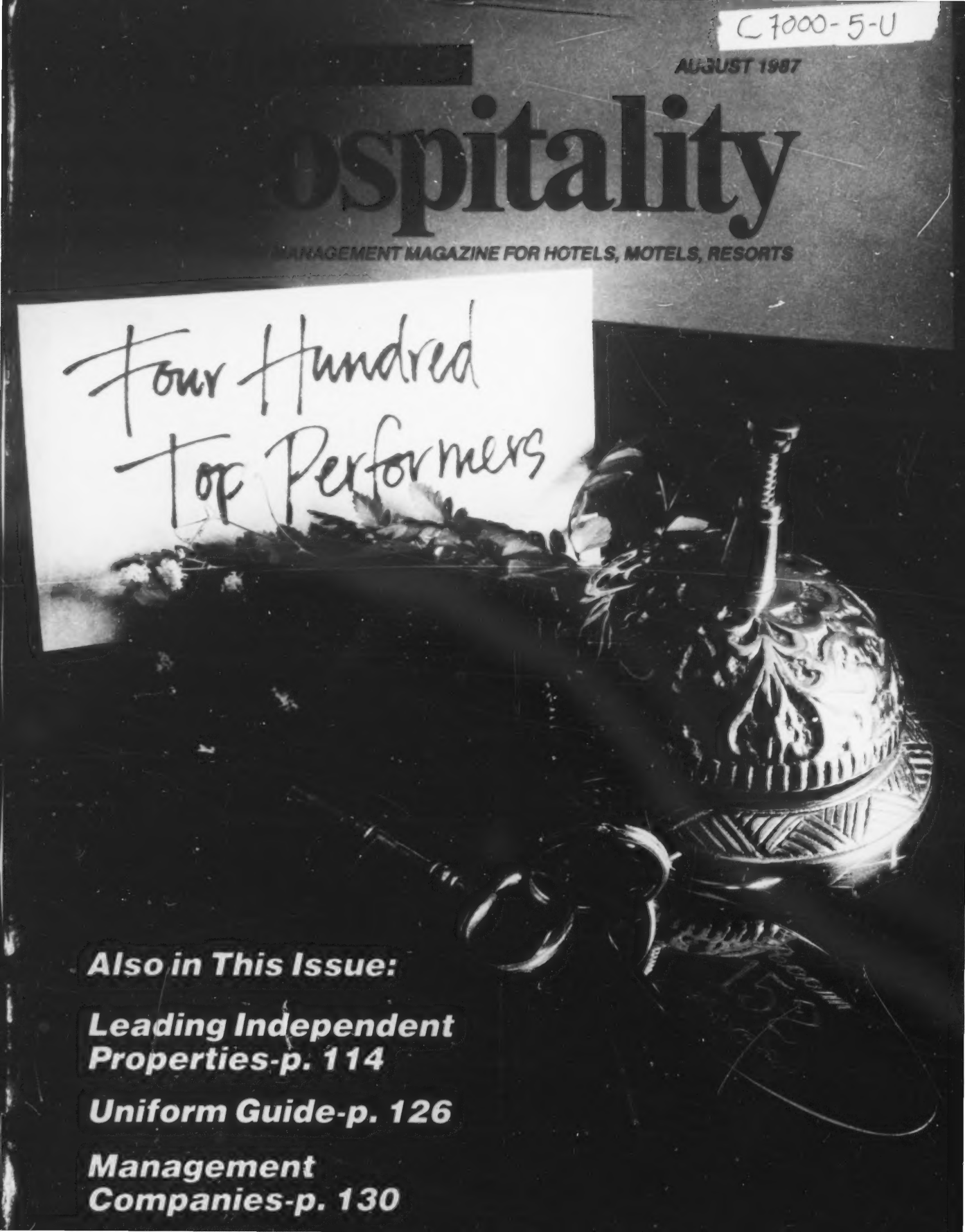
C7000-5-U

AUGUST 1987

ospitality

ANAGEMENT MAGAZINE FOR HOTELS, MOTELS, RESORTS



Also in This Issue:

Leading Independent Properties-p. 114

Uniform Guide-p. 126

Management Companies-p. 130

LODGING

AUGUST 1987

Hospitality

VOLUME FORTY-THREE NUMBER NINE

LODGING'S FOUR HUNDRED TOP PERFORMERS

This year's survey analyzes the industry's leading 400 properties more closely than ever before and includes figures on the types of properties, years in operation, percentage of business booked through reservations systems, guest profiles, services and more, beginning on page 79. Compare our figures to the figures of the industry as a whole and also study the figures of Lodging's Top 25 Chains, page 111. This is a must-keep guide for 1987-88.

SURVIVING THE CHAIN AGE

While more and more independent hotels are becoming linked with chains, some luxury independents still have a niche in the lodging market. Read about the pride, quality and character of four such properties. *Page 114.*

UNIFORMS — THAT EXTRA TOUCH

Uniforms don't have to stick out like a sore thumb. *Page 126.*

MANAGEMENT COMPANIES CLOSE-UP

Page 130.

PROPERTY MANAGEMENT SYSTEMS LIST

Page 138.

LAUNDRIES GUIDE

Page 144.

79

114

126

FORUM 2
ECONOMIC OUTLOOK 14
LODGING TODAY 17
GALLUP TRENDS 24
CALENDAR 26
BRENER ON FINANCE 28
THOMAS ARASI 30
STEPHEN RUSHMORE 36
MARKETPLACE 38
SUITE SUCCESS 42
ON THE SPOT 44
STRATEGIES 46
TECHNOLOGY UPDATE 48
PRODUCTS FOR UPGRADE 52
PEOPLE 150
EQUIPMENT AT WORK 152
USEFUL LITERATURE 161
VENDOR NEWS 162
NEW PRODUCTS 164
CLASSIFIED 173
AD INDEX 174

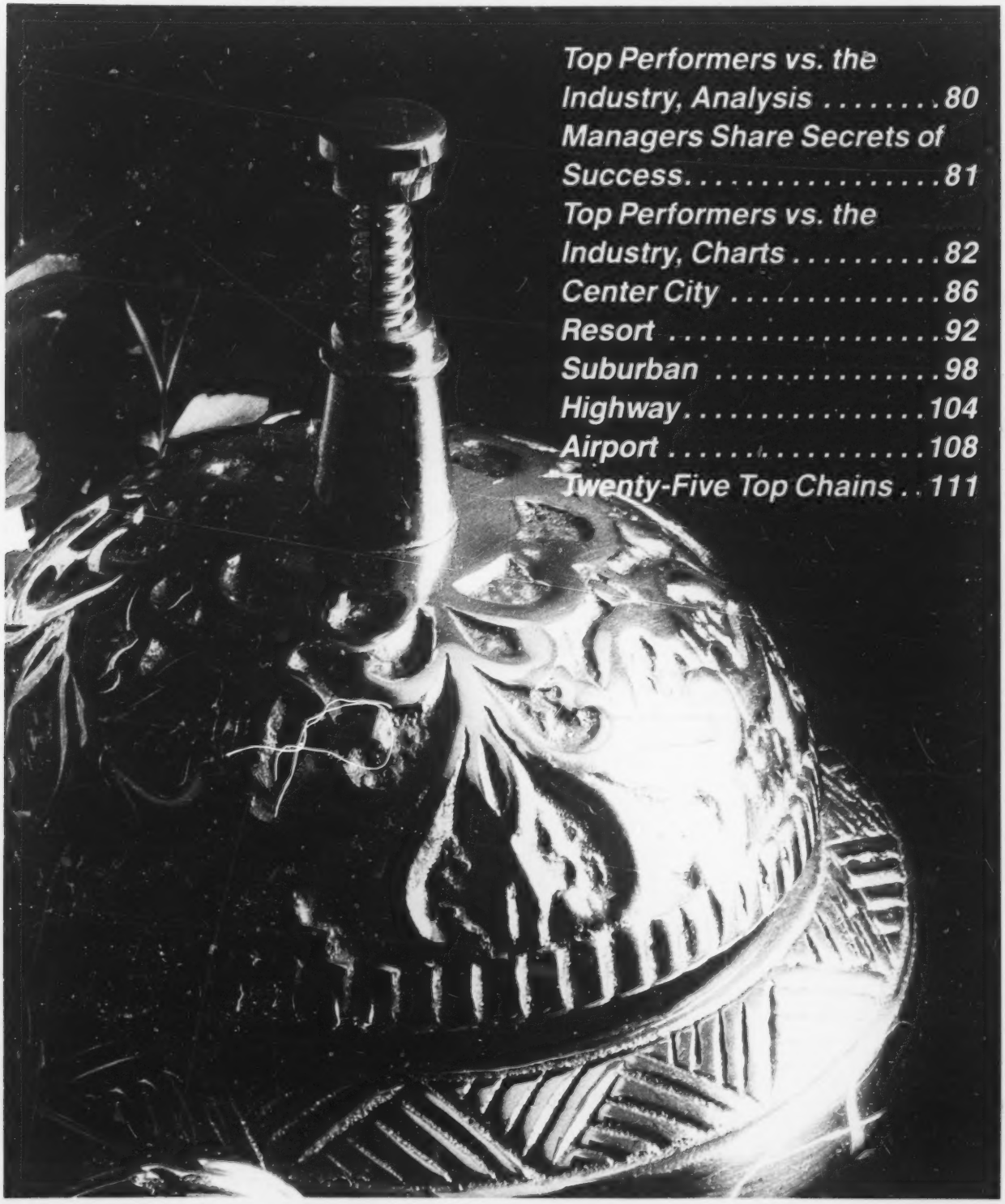
COVER:

Design by Paul Malanij. Photo by Tim Ryan.

LODGING HOSPITALITY (ISSN 0148-0766) is published monthly, except bimonthly in December, at 1100 Superior Avenue, Cleveland, Ohio 44114, (216) 696-7000 and copyright© 1986 by Penton Publishing, Inc. Subscription rate for U.S. and possessions is $40 for one year, $70 for two years. Single copy is $5.00. Outside U.S. subscription is $75 for one year, $140 for two years (Canada only, $60 for one year, $110 for two years). Single copy is $9.00. Second class postage paid at Cleveland, Ohio, and additional mailing offices. Send remittance in advance to: Lodging Hospitality, P.O. Box 95759, Cleveland, Ohio 44101. Send claims to: Lodging Hospitality, P.O. Box 6192, Cleveland, Ohio 44101.

POSTMASTER: Return form 3579 to Penton Publishing, Inc., 1100 Superior Avenue, Cleveland, Ohio 44114.

Four Hundred Top Performers



Top Performers vs. the Industry, Analysis 80
Managers Share Secrets of Success. 81
Top Performers vs. the Industry, Charts 82
Center City 86
Resort 92
Suburban 98
Highway 104
Airport 108
Twenty-Five Top Chains . . 111

Tough and Turbulent

Top Hotels Struggled to Stay There

BY MONA McCOY
Senior Editor

They are the elite; the best hotels in the nation. But success in 1986 wasn't as easy as it once was. All four hundred top performers had to work a little harder to claim a place on our list.

Was 1986 a good year? "Well, it depends...," answered most of the managers of our top four hundred hotels. Though the average sales per room for the four hundred was $40,063, a sharp contrast to the industry sales per room figure of $21,739, general managers of the top performing hotels have the same concerns as the rest of the industry, namely, oversupply and decreasing occupancy.

Even managers of the best hotels in the country have sad stories to tell. Take Donald L. McDonald, assistant manager of The Prospector Hotel in Juneau, Alaska, one of the top performers in the center city category. "Revenues and occupancy are down 25 percent to 30 percent over previous years," McDonald laments. The reasons for the fading performance, he believes, is increased competition ("room inventory in the city has doubled in the last three years"), and the economic difficulties of the city and the state.

Not surprisingly, location is intimately tied to performance. In areas like Denver, New Orleans and Dallas, even the best hotels have been humbled by extenuating circumstances.

This includes the magnificent Mansion on Turtle Creek in Dallas. Though sales per room for this 143-room masterpiece is certainly adequate at $113,497, the property's performance actually decreased more than six percent compared to its performance in 1985. Controller Jeffrey L. Davis wrote: "With the downturn in the Texas economy, an overabundance of available rooms and the impact of new competition, budget expectations fell approximately 10 percent."

For some hotels, however, 1986 couldn't have been better. For instance, Jack Kronstedt, the proud general manager of the Tempe Arizona Inn in Tempe, Arizona, tells us: "We hired junior executives from the best resorts in the Phoenix area. They know their jobs and work damn hard to get the best results from their employees." Kronstedt also noted that the two-year-old resort already has a 76 percent return of guests.

Labor Issues

Though most of the measurements used in the Four Hundred Top Performers vs. the Industry comparison were relatively stable compared to previous years, figures relating to labor—expense per room, employees per one hundred rooms and total sales per employee—raised some interesting questions.

While the best performing hotels in the country are continuing to moderately increase the number of employees they have per one hundred rooms, the industry as a whole has made drastic cuts in the number of people it employs for each one hundred rooms. The top performers employ an average of 118 staffers for each one hundred rooms, a slight increase from last year's 110 figure, while the industry cut last year's 68 employees per one hundred rooms to 52.

Concurrently, while the payroll expense per room has increased for the top performers and loosely correlates to the increase in employees, the industry cut payroll expense. In fact, while top performers increased payroll expense by 30 percent over last year, the industry *cut* that expense by 30 percent.

Curiously, employees in both the top performing hotels and in the industry hotels are expected to represent fewer sales dollars as indicated by the total sales per employee measurement.

These figures suggest that while the best hotels in the country are hiring additional staff members to more closely attend to the needs of their guests, the industry as a whole is cutting back on labor and labor costs.

Composition of Sales

While there were no significant changes in the distribution of sales for the four hundred and the industry, it is interesting to note that food and beverage sales appear to be climbing while guestroom sales and "other" revenues appear to be maintaining last year's level.

Like last year, food and beverage sales accounted for 40 percent of sales for the top performers while only 30 percent of sales were food and beverage-related for the industry.

Profile

Who says the independent hotel is facing hard times? Approximately 185 of our four hundred are independent hotels. That's not counting the more than 25 independent hotels which belong to a referral system like Best Western.

Other trends emerging from the figures:

- More than half of our top performers belong to a reservation system. This figure has been on a continuous climb for the past several years.
- This year's top performers are slightly younger than in previous years. Twenty-six percent of the hotels on our top performer list are less than five years old and half of the hotels on the list are less than 10 years old.
- Not surprisingly, the top performing hotels in the country cater to the business client. An astounding 74 percent of all business for the top performers comes from the commercial guest. H

Satisfaction Guaranteed

Managers Share 'Secrets of Success'

BY MARY BETH NEWHART
Editorial Intern

In this age of sophisticated computers and modern technology, "service with a smile" seems too simple a concept. Personal touches seem to have faded away into the past.

Lodging Hospitality wanted to know why 1986 was such a good year for the Top 400 Performers. We asked the people who should know: the general managers of those hotels and resorts at the top of the list.

Airport

"The Dallas market isn't great right now," according to Armel Santens, general manager of the Dallas/Fort Worth Airport Hilton and Executive Conference Center. "We've gone after the Northeast, Midwest and Los Angeles markets. We've had to take business from those areas."

Edward Kissane, general manager of the Sheraton on Harbor Island in San Diego, said, "We offered special packages with the San Diego Zoo and Sea World. 1986 was actually a poor year for us. A number of new hotels came on-line in the area in 1986.

"1987 is better because people are not going to Europe and the Europeans are coming here."

Center City

According to Antoine Corinthios, general manager and regional vice president of the Ritz-Carlton Hotel in Chicago, "The hotel has a high profile among the business community. We take care of their needs. When you do things right everyday, you get a following."

For example, if the customer is satisfied with the service that a hotel provides, he will continue to return.

"The staff is wonderful and constantly make the customers feel welcome," Alex de Toth, general manager of The Mansion on Turtle Creek in Dallas, said. "When you know your customers by name, they continue to come back."

"Transient sales and convention sales are not considered as important in this town (Atlantic City). We concentrate on those as well as the casino customer."—Jonathan Benanav, Trump Plaza Hotel & Casino

"The (hotel) can be associated with the rich and famous. We have first-class service and people like to be seen here."—Eberhard Linke, Turnberry Isle Yacht and Country Club

Highway

Terri Haack, general manager of the Wilmington Hilton in Claymont, Del., said that her sales staff really went after the Delaware market. "We looked at every piece of business before turning it away. That hadn't been done in the past."

In the New York state area, tourism is increasing because of the "I Love New York" campaign, according to Timothy Fraser, general manager of the Best Western Lodge on the Green in Painted Post, N.Y.

"We are conscious of our local advertising. Everything has been promoted properly."

Resort

Kona Village, a Clarion Resort in Kailua-Kona, Hawaii, offered a different kind of package to its customers: a new children's program.

"We saw that with the yuppie generation, the trend is to take the children," said Fred Duerr, general manager. "We now employ a full-time coordinator for the children. The average room rate with the children's program just zoomed."

Peter Richard, general manager of the Pier House Inn & Beach Club in Key West, Fla. said it most simply, "We continue to offer quality service and what people want."

Suburban

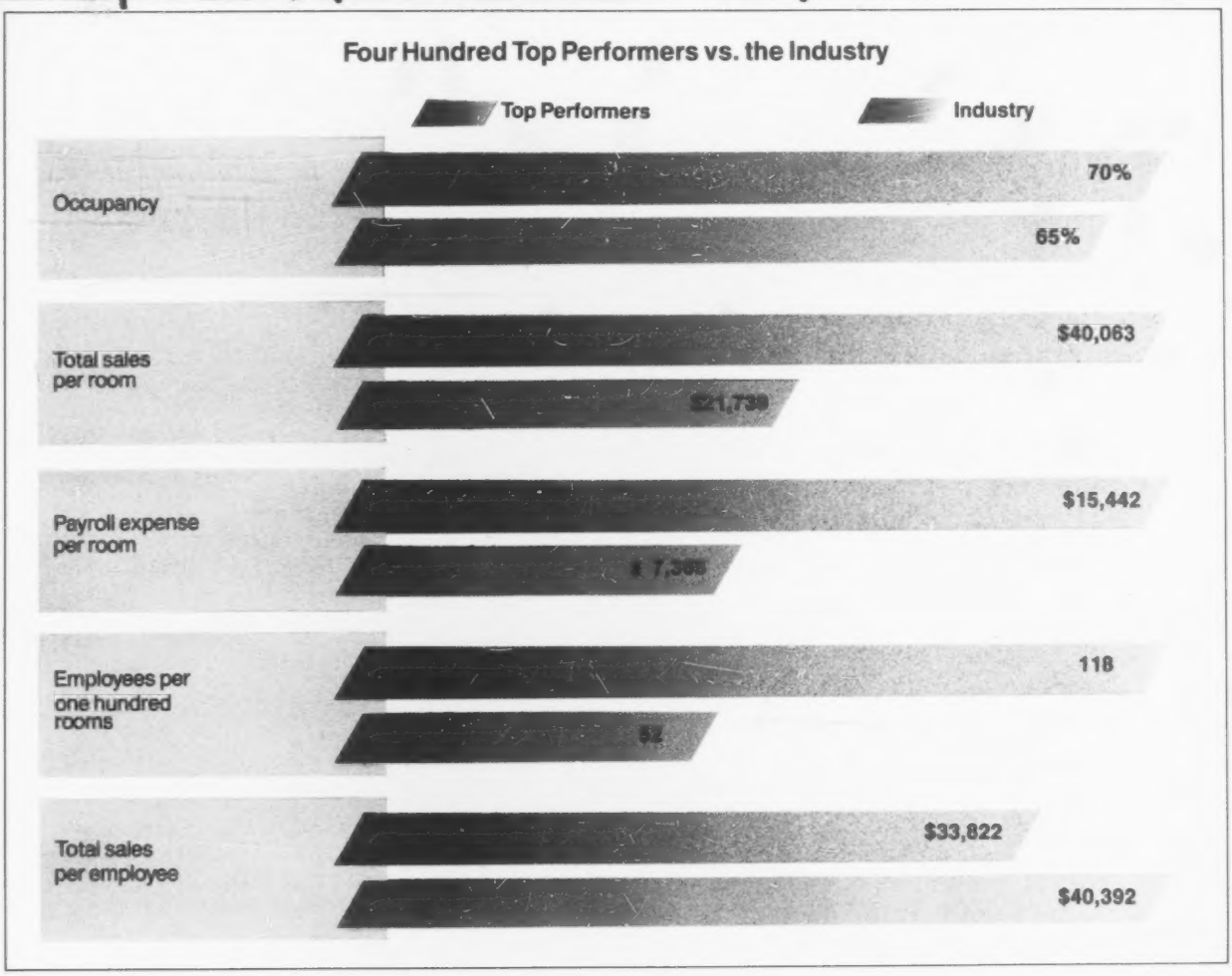
The manner in which a hotel markets itself can be a factor that brings in business.

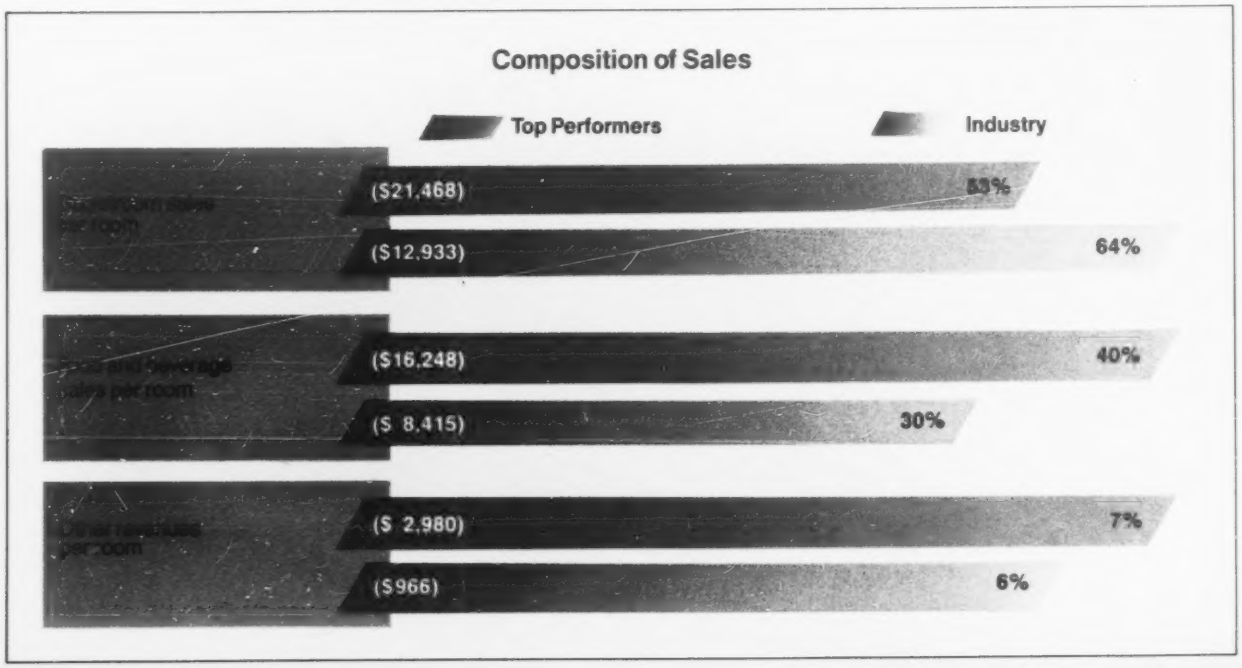
"We aggressively marketed our property in 1986 to people who are using large hotels," Terry Shaikh, general manager of the Sheraton-Valley Forge Hotel in King of Prussia, Penn., said.

Andrew Seeling, general manager of the Sheraton Smithtown in Smithtown, N.Y., added, "Guest satisfaction is one of our key areas. Little things mean a lot."

In other words, service with a smile. H

Four Hundred Top Performers





Profile

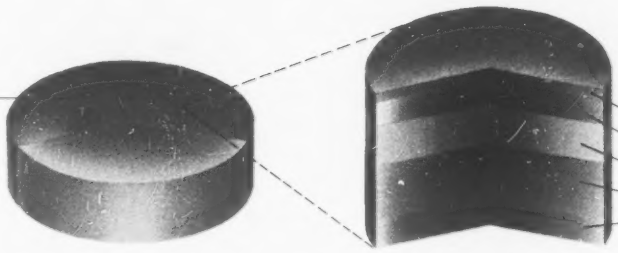
Type of property

Independent	42%
Franchise	31%
Chain-owned	13%
Chain-managed	12%
Referral group	2%

Years in operation

Less than 5 years	26%
5-10 years	24%
11-26 years	35%
26-50 years	7%
More than 50 years	8%

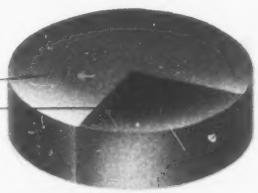
Part of reservation system 60%



Percentage of business booked through reservation system

Less than 5%	4%
5-10%	15%
11-20%	27%
21-40%	35%
More than 40%	19%

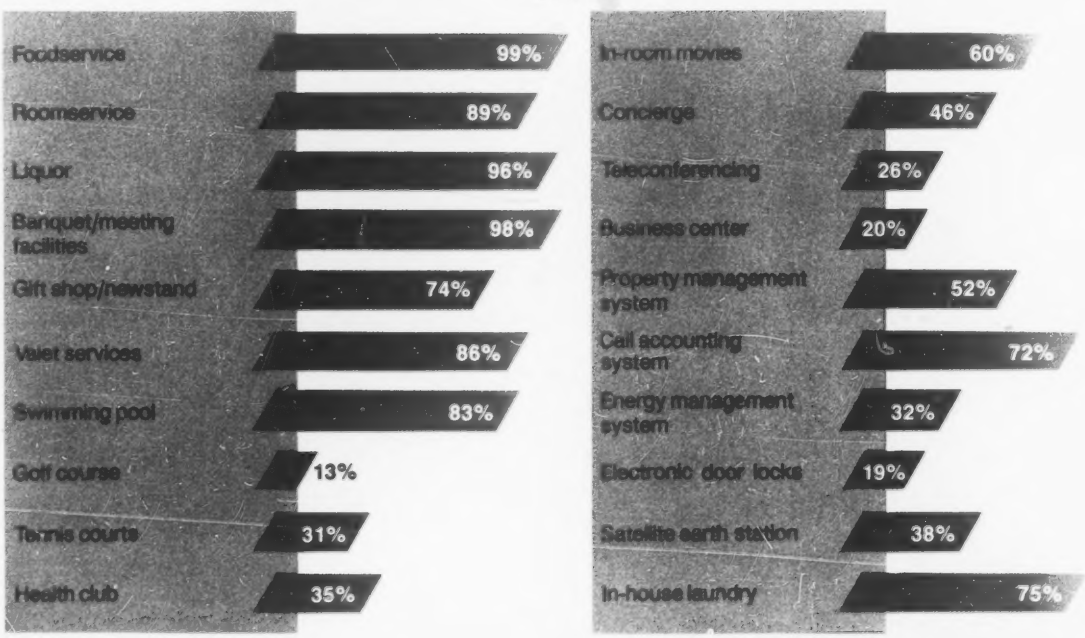
Guest profile



Commercial/convention guests	74%
Leisure guests	26%

Source: Industry figures are from Laventhol & Horwath's *1987 U.S. Lodging Industry study*, which lists data from calendar year 1986. All industry figures are medians, except composition of sales percentages, which are means. Top performer figures are averages, except occupancy and sales per room figures, which are medians.

Services



CENTER CITY Top Performers

Downtown America, with the exception of a few notably depressed cities, is celebrating a revitalization and both center city top performer and industry statistics indicate that the hotel industry is collecting some of the spoils.

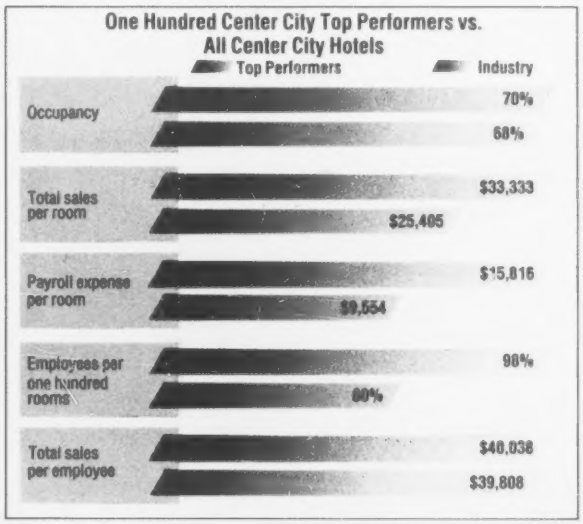
In fact, while both the center city top performers and the center city industry saw increased sales per room in 1986 over 1985, the industry appears to be gathering more steam than the top performers. Specifically, the industry experienced 15 percent growth in this measurement —from $22,014 in 1985 to $25,405 in 1986—while the top performers in the center city category grew only two percent—from $32,624 to $33,333.

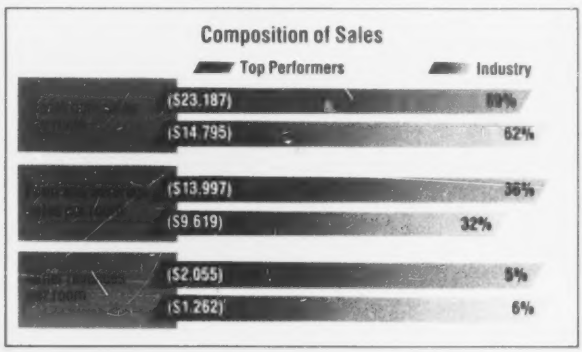
There are significant differences in the ways in which these sales per room figures are composed, however. While guestroom sales for the top performers account for 60 percent of total sales (an average of $23,187) the industry derives 64 percent of total sales from guestrooms, an average of $14,795 per room.

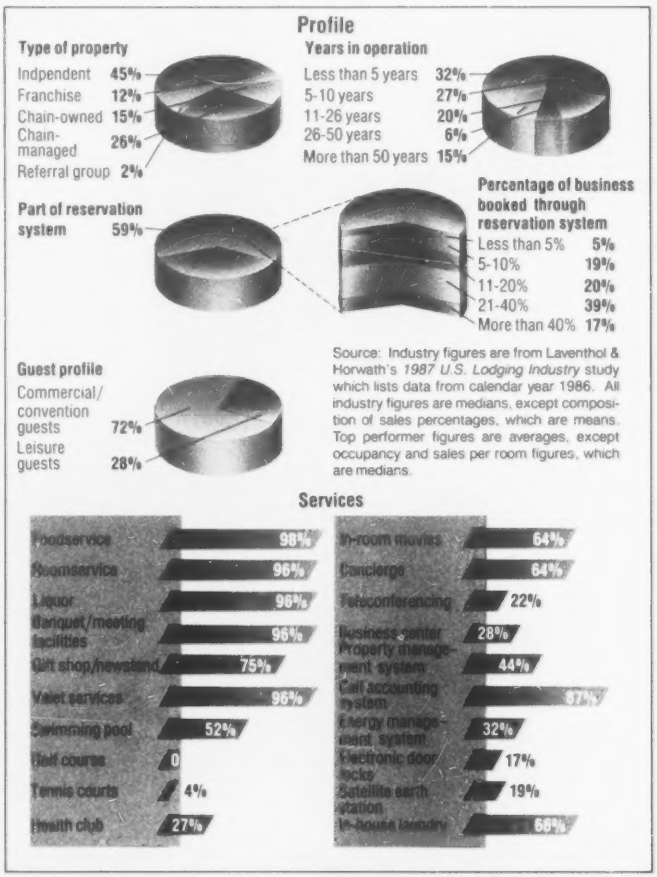
The payroll expenses per room differs drastically between top performers and the industry. While center city top performers increased payroll expense per room by 40 percent—from $11,316 in 1985 to $15,816 in 1986—the industry averaged only $9,554 payroll expense per room in 1986, a 20 percent decrease from the 1985 $11,873 per room expense.

Additionally, while the top performers employ an average of 98 people per one hundred center city rooms, the industry employs only 60 people per one hundred rooms.

Additional profile information about the one hundred top center city performers: they are mostly independent (45 percent), young (59 percent are less than 10 years old), and cater to commercial travelers (72 percent of center city top performers' business comes from the business traveler). H






Profile
Type of property
Indpendent 45%
Franchise 12%
Chain-owned 15%
Chain-managed 26%
Referral group 2%
Years in operation
Less than 5 years 32%
5-10 years 27%
11-26 years 20%
26-50 years 6%
More than 50 years 15%
Part of reservation system 59%
Percentage of business booked through reservation system
Less than 5% 5%
5-10% 19%
11-20% 20%
21-40% 39%
More than 40% 17%
Guest profile
Commercial/convention guests 72%
Leisure guests 28%
Source: Industry figures are from Laventhol & Horwath's 1987 U.S. Lodging Industry study which lists data from calendar year 1986. All industry figures are medians, except composition of sales percentages, which are means. Top performer figures are averages, except occupancy and sales per room figures, which are medians.
Services
Foodservice 98%
Roomsservice 96%
Liquor 96%
Banquet/meeting facilities 96%
Gift shop/newsstand 75%
Valet services 96%
Swimming pool 52%
Golf course 0
Tennis courts 4%
Health club 27%
In-room movies 64%
Concierge 64%
Teleconferencing 22%
Business center 28%
Property management system 44%
Call accounting system 87%
Energy management system 32%
Electronic door locks 17%
Satellite earth station 19%
In-house laundry 69%

Four Hundred Top Performers

CENTER CITY

RANK	Total Sales/Room ($)		Guestrooms and Suites	Total Sales ($000)	RANK	Guestroom Sales ($000)	Food and Beverage Sales ($000)	Other Revenues ($000)	Average Occupancy (%)	RANK	Number of Employees
1	170,652	**Hotel Bel-Air,** Los Angeles, Calif.	92	15,700	29	6,100	7,000	2,600	87	5	280
2	113,497	**The Mansion on Turtle Creek,** Dallas Texas* (1., – 6.3%)	143	16,230	28	5,600	8,329	2,301	58	91	325
3	82,680	**Ritz-Carlton Hotel—Chicago,** Chicago, Ill. (3, + 2%)	431	35,635	10	20,228	13,349	2,058	76	31	600
4	75,735	**Best Western Genetti Motor Lodge,** Wilkes-Barre, Pa.	68	5,150	71	1,000	3,500	650	76	29	150
5	71,429	**The Campton Place Hotel,** San Francisco, Calif. (5, – 3%)	126	9,000	47	5,000	4,000	—	66	67	172
6	67,366	**Hotel DuPont,** Wilmington, Del.	265	17,852	24	6,221	9,834	1,797	79	23	396
7	67,290	**The Drake Hotel,** Chicago, Ill. (12, + 11.6%)	535	36,000	9	18,000	18,000	—	70	54	720
8	63,212	**Hotel Meridien,** Boston, Mass. (10, + .5%)	326	20,607	17	11,160	8,687	760	74	42	328
9	62,347	**The Donatello,** San Francisco, Calif. (7, – 8.3%)	95	5,923	64	2,985	2,938	—	80	19	123
10	62,175	**Hotel Parker Meridien,** New York N.Y.	701	43,585	6	32,186	9,450	1,949	70	55	560
11	61,224	**Hotel Inter-Continental,** New York, N.Y.	686	42,000	7	30,000	12,000	—	75	36	550
12	60,504	**Vista International Hotel,** New York, N.Y.	829	50,158	3	33,398	13,534	3,226	76	28	706
13	55,550	**St. James Hotel,** Red Wing, Minn. (14, + 1%)	60	3,333	87	985	2,022	326	62	76	138
14	54,519	**Mayfair House,** Coconut Grove, Fla.	181	9,868	46	5,150	4,056	662	65	70	345
15	54,458	**Hotel Boulderado,** Boulder, Colo.	107	5,827	66	2,076	3,578	173	80	17	250
16	49,430	**Copley Plaza Hotel,** Boston, Mass. (18, + 9.8%)	393	19,426	22	9,960	8,182	1,284	70	59	475
17	48,889	**Four Seasons Olympic Hotel,** Seattle, Wash.	450	22,000	15	13,000	9,000	—	73	43	425
18	44,922	**Headquarters Plaza Hotel,** Morristown, N.J.	756	11,500	39	6,100	5,100	300	71	47	250
19	44,776	**Century Plaza Hotel,** Los Angeles, Calif.	1,072	48,000	5	24,000	24,000	—	70	56	1,200
20	44,750	**Hotel Magee,** Bloomsburg, Pa. (20, +4.4%)	52	2,327	95	314	2,000	13	60	80	104
21	44,211	**The Georgetown Inn,** Washington, D.C.	95	4,200	82	3,000	1,100	100	78	24	85
22	43,883	**The Inn at Mill River,** Stamford, Conn.	94	4,125	83	1,600	2,400	125	60	82	112
23	43,840	**Vintage Court Hotel,** San Francisco, Calif. (41, + 25.6%)	106	4,647	76	2,712	1,785	150	90	1	60
24	42,857	**U.S. Grant Hotel,** San Diego, Calif.	280	12,000	34	6,000	4,500	1,500	58	87	300
25	42,384	**One Washington Circle Hotel,** Washington, D.C. (17, – 5.9%)	151	6,400	60	4,400	1,800	200	81	18	95
26	41,137	**Loews Lenfant Plaza Hotel,** Washington, D.C. (26, + 2%)	372	15,303	31	10,000	5,303	—	80	21	310
27	41,067	**Hyatt Regency,** Los Angeles, Calif.	487	20,000	19	10,000	8,000	2,000	70	53	500
28	41,017	**Galleria Park Hotel,** San Francisco, Calif. (31, + 7.2%)	177	7,260	54	4,922	1,768	570	88	3	115
29	40,650	**Houstonian Hotel & Conference Center,** Houston, Texas	246	10,000	43	4,000	4,350	1650	60	86	275
30	40,323	**Chateau Marmont Hotel,** Hollywood Calif.	62	2,500	94	2,200	150	150	87	6	40
31	40,103	**Hotel St. Moritz,** New York, N.Y.	773	31,000	12	23,000	7,000	1,000	80	22	440
32	39,838	**The Capital Hilton,** Washington, D.C.	549	21,871	16	12,329	8,535	1,007	62	79	357
33	39,048	**Sheraton Fisherman's Wharf,** San Francisco, Calif. (29, – .9%)	525	20,500	18	17,300	3,200	—	87	4	340

**Information in parenthesis indicates last year's Top 400 ranking and the percentage sales per room increased or decreased.*

Four Hundred Top Performers

CENTER CITY

RANK	Total Sales/Room ($)		Guestrooms and Suites	Total Sales ($000)	RANK	Guestroom Sales ($000)	Food and Beverage Sales ($000)	Other Revenues ($000)	Average Occupancy (%)	RANK	Number of Employees
34	39,003	**Sheraton Centre Hotel & Towers,** New York, N.Y.	1,846	72,000	1	50,000	18,000	4,000	75	35	1,300
35	38,713	**Halloran House,** New York, N.Y. (38, + 8.9%)	644	24,934	14	19,267	4,497	1,170	83	12	425
36	38,653	**Richmond Marriott Hotel,** Richmond, Va.	401	15,500	30	8,000	6,800	700	75	37	500
37	38,272	**The Oxford Alexis Hotel,** Denver, Colo. (29, – 2.4%)	81	3,100	88	1,600	1,500	—	51	97	78
38	37,949	**The Otani Hotel & Garden,** Los Angeles, Calif. * (42, + 9.2%)	448	17,001	25	9,446	5,989	1,566	77	26	390
39	36,996	**The Sheraton Grand on Capitol Hill,** Washington, D.C.	268	9,915	45	5,918	3,631	366	57	93	214
40	36,571	**Berkshire Hilton Inn,** Pittsfield, Mass. (62, + 28%)	175	6,400	61	2,800	1,500	2,100	70	50	185
41	36,419	**Martha Washington Hotel,** Abington, Va.	62	2,258	96	892	1,366	—	63	76	125
42	35,089	**Hotel Kitano,** New York, N.Y.	112	3,930	85	3,390	540	—	89	2	45
43	34,803	**Charlotte Marriott City Center,** Charlotte, N.C. (57, + 25%)	431	15,000	32	8,000	6,000	1,000	72	46	350
44	34,424	**Raphael Hotel of Chicago,** Chicago, Ill. (47, + 4.5%)	172	5,921	65	4,555	1,187	179	83	9	149
45	34,28	**Hilton Palacio Del Rio,** San Antonio, Texas	484	16,600	27	10,400	5,500	700	67	65	404
46	33,836	**Royal Sonesta Hotel,** New Orleans, La. (46, + 2.5%)	500	16,918	26	10,605	5,206	1,107	64	74	500
47	33,389	**Sheraton Palace Hotel,** San Francisco, Calif.	599	20,000	20	11,000	7,000	2,000	74	40	700
48	33,356	**Hilton Riverside & Towers,** New Orleans, La.	1,600	53,369	2	31,507	18,068	3,794	58	90	1,050
49	33,333	**Forest Park Hotel,** St. Louis, Mo.	150	5,000	73	2,000	3,000	—	80	16	250
50	33,333	**Hollywood Roosevelt Hotel,** Hollywood, Calif.	360	12,000	38	5,100	4,200	2,700	62	77	300
51	33,113	**Strathallan,** Rochester, N.Y.	151	5,000	72	2,600	2,400	—	64	75	180
52	32,948	**Sheraton Commander Hotel,** Cambridge, Mass. (43, – 5%)	173	5,700	67	3,900	1,500	300	73	44	130
53	32,863	**The Inn at Children's,** Boston, Mass. (53, + 3.6%)	80	2,629	93	1,700	929	—	74	41	70
54	32,632	**The Brookshire Hotel,** Baltimore, Md.	95	3,100	89	2,000	1,000	100	76	32	70
55	32,350	**Green Bay Embassy Suites,** Green Bay, Wis.	223	7,214	55	3,946	2,800	468	80	20	350
56	32,031	**The River Inn,** Washington, D.C.	128	4,100	84	3,100	1,000	—	83	13	80
57	31,964	**Holiday Inn Detroit Fairlane,** Detroit, Mich. (86, + 29.6%)	247	7,895	49	4,600	3,096	199	77	27	210
58	31,960	**Hilton at Lackawanna Station,** Scranton, Pa.	149	4,762	75	2,048	2,609	105	69	57	210
59	31,868	**Springfield Marriott Hotel,** Springfield, Mass.	265	8,445	48	4,735	3,379	331	78	25	262
60	31,728	**Best Western Inn at Loretto,** Santa Fe, N.M.	136	4,315	81	2,829	1,103	383	58	88	130
61	31,719	**Omni Park Central,** New York, N.Y.	1,265	40,124	8	31,624	6,000	2,500	86	7	800
62	31,667	**Prospector Hotel,** Juneau, Alaska	60	1,900	97	700	1,200	—	44	100	54
63	31,667	**Mayflower Hotel,** New York, N.Y.	600	19,000	23	16,000	3,000	—	83	10	265
64	31,368	**The Inn at Foggy Bottom,** Washington, D.C.	95	2,980	92	2,300	600	80	82	14	60
65	31,336	**Ambassador West,** Chicago, Ill.	217	6,800	56	4,400	2,100	300	65	72	140
66	31,250	**King George Hotel,** San Francisco, Calif.	144	4,500	80	1,500	1,200	1,800	65	73	35

Four Hundred Top Performers

CENTER CITY

RANK	Total Sales/Room ($)		Guestrooms and Suites	Total Sales ($000)	RANK	Guestroom Sales ($000)	Food and Beverage Sales ($000)	Other Revenues ($000)	Average Occupancy (%)	RANK	Number of Employees
67	30,989	**Seattle Sheraton Hotel & Towers,** Seattle, Wash.	839	26,000	13	15,000	9,000	2,000	68	60	650
68	30,912	**Sheraton New Orleans,** New Orleans, La. (57, + 2.9%)	1,101	34,000	11	23,800	7,820	2,380	72	45	850
69	30,714	**Anaheim Hilton & Towers,** Anaheim, Calif.	1,600	49,142	4	28,367	18,401	2,374	60	85	710
70	30,201	**Virginia Beach Plaza Hotel,** Virginia Beach, Va.	149	4,500	79	1,937	2,204	359	68	64	170
71	30,000	**Gran Hotel El Convento,** San Juan, Puerto Rico	100	3,000	91	2,000	1,000	—	75	38	65
72	29,801	**Governor's House Holiday Inn,** Washington, D.C.	151	4,500	78	3,500	1,000	—	76	30	85
73	29,749	**Wichita Hilton East,** Wichita, Kan.	259	7,705	50	4,437	3,225	43	75	39	165
74	29,681	**Center of New Hampshire,** Manchester, N. H. *(65, + 4.9%)	251	7,450	53	3,600	3,600	250	65	68	289
75	29,572	**Radisson Hotel Burlington,** Burlington, Vt. (69, + 23.2%)	257	7,600	51	4,800	2,500	300	75	34	220
76	29,545	**La Fonda,** Santa Fe, N.M (51, – 7.8%)	176	5,200	70	2,950	1,700	550	69	58	185
77	29,408	**Sonesta Hotel,** Portland, Maine	184	5,411	68	3,121	2,070	220	68	63	175
78	29,383	**Terrace Garden Inn,** Atlanta, Ga.	371	10,901	41	7,456	2,580	865	83	11	286
79	28,846	**Stock Yards Hotel,** Ft. Worth, Texas	52	1,500	99	800	700	—	58	89	50
80	28,566	**Eureka Inn,** Eureka, Calif. (71, + 3.0%)	106	3,028	90	1,223	1,733	72	60	81	100
81	28,430	**The Mills House Holiday Inn,** Charleston S.C. *(64, + .5%)	214	6,084	62	4,060	1,858	166	67	66	170
82	28,369	**The Kahler Hotel,** Rochester, Minn. (60, – 1.3%)	705	20,000	21	11,300	7,600	1,100	68	61	575
83	28,235	**Radisson Hotel LaCrosse,** LaCrosse, Wis.	170	4,800	74	2,500	2,200	100	70	49	146
84	28,194	**Edgewater Inn,** Seattle, Wash. (87, – 22.2%)	227	6,400	59	3,700	2,700	—	81	15	180
85	28,169	**Hotel Inter-Continental New Orleans,** New Orleans, La.	497	14,000	33	9,000	4,500	500	55	96	410
86	28,139	**Ramada Hotel,** San Francisco, Calif. (80, 4.5%)	231	6,500	58	5,500	1,000	—	85	8	100
87	28,125	**Northern Hotel,** Billings, Mont.	160	4,500	77	1,500	3,000	—	50	98	120
88	28,111	**Radisson Hotel Wilmington,** Wilmington, Del. (58, + 1.2%)	217	6,100	63	3,600	2,100	400	68	62	180
89	28,108	**The Omni Melrose,** Dallas, Texas	185	5,200	69	3,000	2,000	200	65	71	135
90	27,569	**Four Seasons Hotel,** Houston, Texas	399	11,000	40	7,000	4,000	—	50	99	325
91	27,426	**Barclay Hotel,** Philadelphia, Pa.	237	6,500	57	3,600	2,300	600	60	83	194
92	27,000	**Cathedral Hill Hotel,** San Francisco, Calif.	400	10,800	42	6,900	3,000	900	60	84	240
93	26,954	**Hilton at the Circle,** Indianapolis, Ind.	371	10,000	44	6,000	4,000	—	70	52	300
94	26,730	**Cornhusker Hotel,** Lincoln, Neb. (81, + 4.9%)	289	7,725	52	3,184	3,357	1,184	56	94	289
95	26,500	**Beverly Crest Hotel,** Beverly Hills, Calif. (77, + 1.3%)	54	1,431	100	964	467	—	70	48	40
96	26,286	**The Carolina Inn,** Chapel Hill, N.C.	140	3,680	86	1,950	1,650	80	75	33	150
97	26,134	**Omni International,** Miami, Fla.	531	13,898	37	6,877	5,939	1,082	55	95	450
98	26,061	**The Inn at the Union Building,** Indianapolis, Ind.	66	1,720	98	480	1,240	—	57	92	60
99	25,830	**Stouffer Dallas Hotel,** Dallas, Texas	542	14,000	35	10,000	4,000	—	65	69	—
100	25,696	**Colony Square Hotel,** Altanta, Georgia	467	12,000	36	7,500	4,500	—	70	51	450

RESORT Top Performers

It's difficult to believe one hotel has actually edged over the $200,000 mark in total sales per room, particularly when you consider that it wasn't until the early 1980s that a single resort hotel in our study had more than $100,000 per room. But Eberhard Linke, general manager of the Turnberry Isle Yacht and Country Club in North Miami Beach, Fla., assures us his figures are accurate.

The Turnberry Isle Yacht and Country Club was one of the 45 resort hotels returning to our top one hundred resorts list for the second year. For the first time, you'll notice, we include both the previous year's rank and the percentage sales per room increased or decreased. The latter has pinpointed an interesting trend: of our repeat performers, 16 show decreases in sales per room since last year's study.

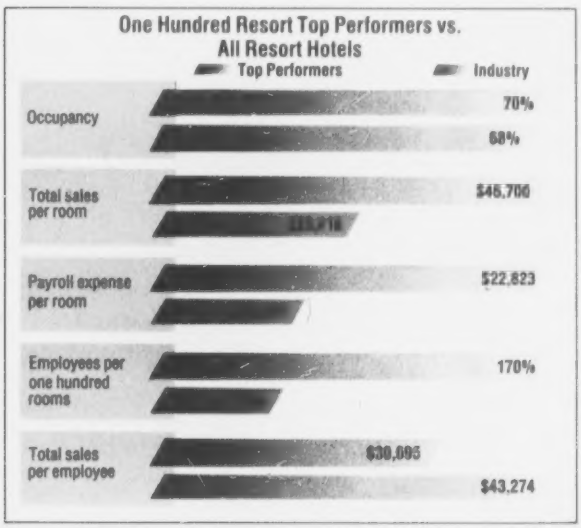
Like the center city group, resort top performers increased payroll expense in 1986 while the resort industry decreased that figure.

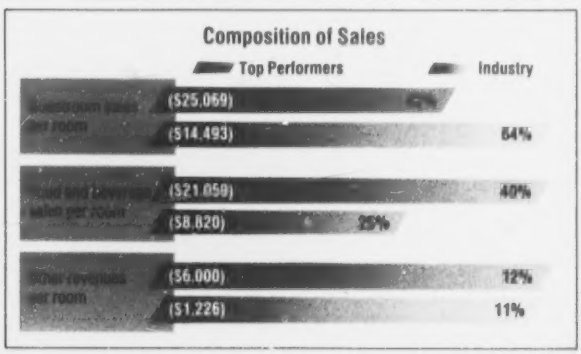
During that same period, the industry decreased payroll expenses on an average of 35 percent from $13,215 in 1985 to $8,426 in 1986.

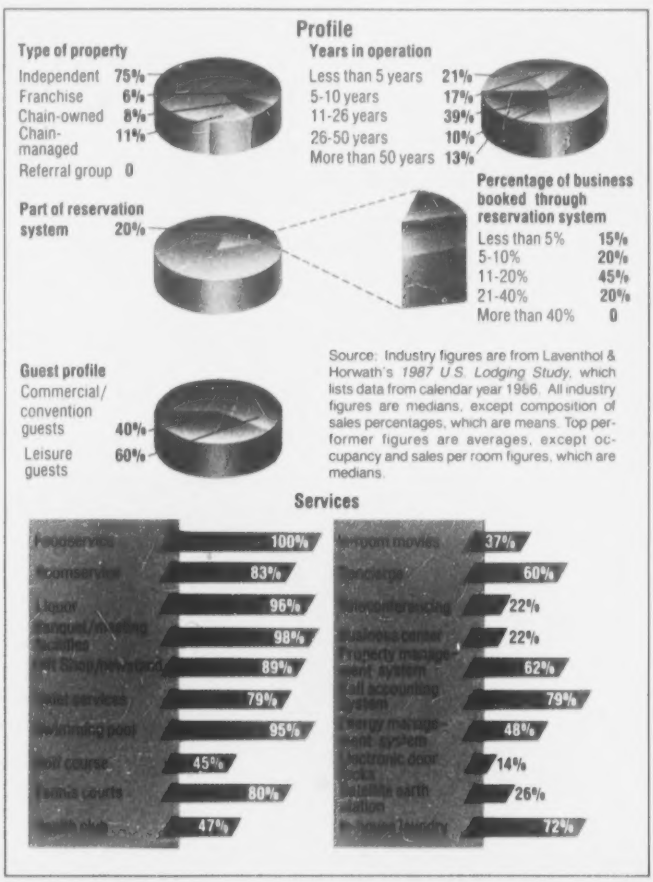
This suggests that resorts, like the rest of the industry, are cutting back on the number of employees per room.

Our top performers on the other hand, employ an astounding 170 people for every one hundred rooms.

It is not surprising that the guest makeup is quite different for the resort top performers when compared to the rest of the top performers. Commercial travelers represent only 40 percent of all guest traffic for most resort top performers while the leisure traveler accounts for the remaining 60 percent. For the four hundred top performers, however, business travelers represent 74 percent of all guest traffic while leisure travelers represent only 26 percent of guests. H






Profile
Type of property
Independent 75%
Franchise 6%
Chain-owned 8%
Chain-managed 11%
Referral group 0
Years in operation
Less than 5 years 21%
5-10 years 17%
11-26 years 39%
26-50 years 10%
More than 50 years 13%
Part of reservation system 20%
Percentage of business booked through reservation system
Less than 5% 15%
5-10% 20%
11-20% 45%
21-40% 20%
More than 40% 0
Guest profile
Commercial/convention guests 40%
Leisure guests 60%
Source: Industry figures are from Laventhol & Horwath's 1987 U.S. Lodging Study, which lists data from calendar year 1986. All industry figures are medians, except composition of sales percentages, which are means. Top performer figures are averages, except occupancy and sales per room figures, which are medians.
Services
Foodservice 100%
Roomservice 83%
Liquor 96%
Banquet/meeting facilities 98%
Gift shop/newsstand 89%
Valet services 79%
Swimming pool 95%
Golf course 45%
Tennis courts 80%
Health club 47%
In-room movies 37%
Concierge 60%
Airport/car rental 22%
Business center 22%
Property management system 62%
Point of sale accounting system 79%
Energy management system 48%
Electronic door locks 14%
Satellite earth station 26%
In-house laundry 72%

Four Hundred Top Performers

RANK	Total Sales/Room ($)	RESORT	Guestrooms and Suites	Total Sales ($000)	RANK	Guestroom Sales ($000)	Food and Beverage Sales ($000)	Other Revenues ($000)	Average Occupancy (%)	RANK	Number of Employees
1	208,333	**Turnberry Isle and Country Club,** N. Miami Beach, Fla. *(3, + 15%)	120	25,000	19	4,000	13,000	8,000	70	52	850
2	126,694	**Caneel Bay,** St. John, U.S. Virgin Islands (1, – 2%)	170	21,538	25	10,471	7,557	3,510	74	42	395
3	126,586	**Holiday Isle Resort and Marina,** Islamorada, Fla. (17, + 65%)	70	8,861	56	1,956	5,973	932	80	22	180
4	112,550	**Kona Village-A Clarion Resort,** Kailua-Kona, Hawaii (7, + 16%)	100	11,255	45	5,992	4,919	344	80	19	201
5	103,250	**Pier House Inn & Beach Club,** Key West, Fla. (6, + 8%)	120	12,390	40	5,105	6,483	802	87	9	320
6	91,917	**The Boulders Resort,** Carefree, Ariz.	120	11,030	46	4,321	3,935	2,774	74	44	350
7	90,610	**Trump's Castle Hotel & Casino,** Atlantic City, N.J.	607	55,000	5	17,000	30,000	8,000	90	3	3,500
8	87,111	**Longboat Key Club,** Longboat Key, Fla. (18, + 13%)	225	19,600	27	7,900	3,900	7,800	68	58	420
9	85,714	**Resorts International Hotel,** Atlantic City, N.J. (9, – 9%)	700	60,000	3	20,000	40,000	—	85	13	4,000
10	77,935	**Boca Raton Hotel and Club,** Boca Raton, Fla. (15, 0)	988	77,000	2	37,000	29,000	11,000	67	61	2,000
11	73,333	**Sheraton Princeville Hotel,** Princeville, Hawaii (46, + 57%)	300	22,000	23	12,000	10,000	—	76	35	415
12	73,188	**Hotel Del Coronado,** Coronado, Calif. (22, + 12%)	690	50,500	6	25,000	18,000	7,500	87	7	1,300
13	71,428	**Broadmoor Hotel,** Colorado Springs, Colo. (20, – 4%)	560	40,000	9	16,000	15,000	9,000	62	75	1,500
14	70,946	**Industry Hills & Sheraton Resort,** City of Industry, Calif.	296	21,000	26	6,000	10,000	5,000	68	57	650
15	69,828	**The Arizona Biltmore Hotel,** Phoenix, Ariz.	506	35,333	12	19,052	16,281	—	70	50	890
16	66,667	**The Alexander,** Miami Beach, Fla.	225	15,000	36	8,500	5,500	1,000	52	91	250
17	64,690	**Kapalua Bay Hotel and Villas,** Kapalua, Hawaii (24, + 47%)	371	24,000	21	14,000	9,000	1,000	85	11	500
18	64,266	**Silverado Country Club and Resort,** Napa, Calif. (11, – 29%)	280	18,000	29	11,000	7,000	—	70	53	500
19	63,871	**Trapp Family Lodge,** Stowe, Vt. (32, + 12%)	93	5,940	72	2,420	2,593	927	80	25	253
20	63,712	**Stouffer Wailea Beach Resort,** Kihei, Maui, Hawaii	347	22,108	22	12,620	8,731	757	83	17	476
21	62,112	**Marriott Harbor Beach Resort,** Fort Lauderdale, Fla.	644	40,000	10	23,000	14,500	2,500	79	34	950
22	59,701	**La Quinta Hotel Golf & Tennis Resort,** La Quinta, Calif. (52, + 33%)	268	16,000	35	8,000	5,000	3,000	90	2	500
23	59,628	**Ponte Verde Inn & Club,** Ponte Verda, Fla.	164	9,779	51	3,207	4,375	2,197	62	76	400
24	58,140	**Grapetree Beach Hotel Christiansted,** St. Croix, U.S. Virgin Islands	186	5,000	77	3,000	2,000	—	75	39	120
25	52,659	**Opryland Hotel,** Nashville, Tenn. (37, – 2%)	1,067	56,189	4	30,461	25,728	—	90	4	1,950
26	57,143	**Sands Hotel, Casino and Country Club,** Atlantic City, N.J.	525	30,000	15	9,300	20,000	700	80	30	2,800
27	56,808	**Salishan Lodge,** Gleneden Beach, Ore.	151	8,578	57	3,696	2,605	2,275	74	45	230
28	56,628	**South Seas Plantation Resort,** Captiva Island, Fla.	500	28,314	17	16,000	6,700	5,614	70	51	600
29	55,375	**Sonesta Beach Hotel and Tennis Club,** Key Biscayne, Fla.	307	17,000	31	9,000	7,000	1,000	75	36	450
30	54,578	**Sheraton Royal Biscayne Beach Resort** Key Biscayne, Fla.	192	10,479	48	6,101	3,401	977	80	21	225

*Information in parenthesis indicates last year's Top 400 ranking and the percentage sales per room increased or decreased.

Four Hundred Top Performers

RANK	Total Sales/Room ($)	RESORT	Guestrooms and Suites	Total Sales ($000)	RANK	Guestroom Sales ($000)	Food and Beverage Sales ($000)	Other Revenues ($000)	Average Occupancy (%)	RANK	Number of Employees
31	54,348	**Waynesville Country Club Inn,** Waynesville, N.C.	92	5,000	78	1,000	4,000	—	75	38	125
32	53,763	**St. Clair Inn,** St. Clair, Mich. (47, +16%)	93	5,000	79	1,300	3,700	—	87	8	179
33	52,829	**San Luis Bay Inn Resort,** Avita Beach, Calif. (38, 0)	76	4,015	83	2,140	1,875	—	85	14	147
34	52,508	**Sawgrass,** Ponte Verda, Fla.	179	9,399	53	4,083	3,843	1,473	45	94	370
35	52,210	**Indian River Plantation,** Stuart, Fla.	100	5,221	75	1,649	1,151	2,421	75	40	210
36	52,202	**Buena Vista Palace,** Lake Buena Vista, Fla. (44, +10%)	840	43,250	8	27,038	15,141	1,171	83	16	1,000
37	51,086	**Jared Coffin House,** Nantucket, Mass. (45, +8%)	58	2,963	93	1,214	1,739	10	67	65	120
38	50,942	**Woodstock Inn,** Woodstock, Vt. (23, −20%)	122	6,215	68	3,727	2,488	—	74	46	325
39	50,231	**The American Club,** Kohler, Wis. (26, −17%)	160	8,037	58	3,431	3,935	671	68	60	330
40	49,612	**The Woodlands Inn,** Woodlands, Texas (21, −30%)	268	13,296	38	4,500	4,466	4,330	56	85	420
41	49,500	**Barbary Coast Hotel & Casino,** Las Vegas, Nev.	200	9,900	50	2,900	7,000	—	85	12	800
42	49,296	**Santa Barbara Inn,** Santa Barbara, Calif. (43, 0)	71	3,500	89	2,000	1,500	—	80	28	70
43	49,012	**The Hotel Hershey,** Hershey, Pa.	250	12,253	41	6,295	5,453	505	67	62	360
44	48,754	**Sahara Hotel and Casino,** Las Vegas, Nev.	923	45,000	7	12,000	13,000	20,000	93	1	1,300
45	48,718	**Conadado Plaza Hotel and Casino,** Santurce, Puerto Rico	585	28,500	16	18,500	8,200	1,800	84	15	700
46	48,276	**The Pointe at Squaw Peak,** Phoenix, Ariz.	580	26,000	18	14,000	12,000	—	80	31	900
47	47,658	**Irelands Inn Hotel,** Fort Lauderdale, Fla. (56, +10%)	76	3,622	87	1,348	2,102	172	56	87	120
48	47,368	**Chaminade at Santa Cruz,** Santa Cruz, Calif.	152	7,200	61	4,100	2,900	200	39	98	225
49	46,893	**Hawk's Cay Resort and Marina,** Marathon, Fla.	177	8,300	57	4,000	3,000	1,300	63	73	250
50	46,700	**El Encanto Hotel & Garden Villas,** Santa Barbara, Calif.	100	4,670	81	2,300	2,300	70	65	71	130
51	46,154	**St. Croix by the Sea,** St. Croix, U.S. Virgin Islands (65, +15%)	65	3,000	91	2,000	1,000	—	80	27	60
52	46,143	**The Sagamore,** Bolton Landing, N.Y.	350	16,150	34	7,627	6,861	1,662	45	95	850
53	45,652	**The New Otani Kaimana Beach Hotel,** Honolulu, Hawaii (48, −1%)	138	6,300	66	3,300	3,000	—	82	18	150
54	45,510	**The Mission Inn Golf and Tennis Resort,** Howey-in-the-Hills, Fla. (73, +18%)	147	6,690	63	2,450	2,535	1,705	60	81	185
55	45,455	**Kona Kai Club,** San Diego, Calif. (51, +1%)	198	9,000	55	5,000	2,500	1,500	80	23	200
56	45,455	**Napili Kai Beach Club,** Lahaina, Hawaii (53, +3%)	132	6,000	69	5,000	1,000	—	80	24	125
57	44,791	**Hotel Royal Plaza,** Lake Buena Vista, Fla.	398	17,827	30	11,325	5,967	535	86	10	389
58	44,608	**Villa Roma Country Club,** Callicoon, N.Y.	222	9,903	49	8,725	635	543	89	5	350
59	44,444	**Black Butte Ranch,** Black Butte, Ore. (63, +10%)	90	4,000	84	730	1,125	2,145	32	100	225
60	44,037	**Bonaventure Resort and Spa,** Fort Lauderdale, Fla. (33, −22%)	493	21,710	24	9,134	8,911	3,665	53	90	565
61	43,333	**The Inn at the Mount,** Stowe, Vt.	150	6,500	64	1,000	4,500	1,000	70	54	750
62	43,333	**Topnotch at Stowe,** Stowe, Vt. (91, +25%)	90	3,900	85	2,100	1,500	300	60	82	130
63	43,023	**Cheeca Lodge,** Islamorada, Fla. (55, −1%)	86	3,700	86	2,160	1,200	340	62	78	95
64	42,946	**Samoset Resort Inn,** Rockland, Maine (78, +16%)	148	6,356	65	2,705	2,525	1,126	72	48	267
65	42,316	**San Diego Princess Resort,** San Diego, Calif.	449	19,000	28	12,000	7,000	—	73	47	350

Four Hundred Top Performers

RANK	Total Sales/Room ($)	RESORT	Guestrooms and Suites	Total Sales ($000)	RANK	Guestroom Sales ($000)	Food and Beverage Sales ($000)	Other Revenues ($000)	Average Occupancy (%)	RANK	Number of Employees
66	42,054	**Grove Park Inn,** Asteville, N.C.	389	16,359	33	8,037	6,943	1,379	74	43	625
67	41,935	**Miami Lakes Inn,** Miami Lakes, Fla.	310	13,000	39	5,000	5,500	2,500	65	66	330
68	41,193	**Peak 'n Peek Inn at the Peak,** Clymer, N.Y. (66, +3%)	62	2,554	94	876	1,678	—	65	72	395
69	41,131	**Stouffer Orlando Resort,** Orlando, Fla.	778	32,000	14	17,500	12,500	2,000	75	41	800
70	40,923	**Hilton at Walt Disney World Village,** Lake Buena Vista, Fla. (16, –46%)	814	33,311	13	23,589	8,367	1,355	80	29	427
71	40,659	**Arizona Inn,** Tucson, Ariz.	85	3,456	90	1,671	1,785	—	60	83	125
72	40,277	**The Lodge,** Cloudcroft, N.M. (92, +18%)	47	1,893	98	676	931	286	61	79	94
73	40,000	**Red Jacket Beach Motor Inn,** South Yarmouth, Mass.	150	6,000	70	4,500	1,500	1	70	55	110
74	40,000	**Cortina Inn,** Killington, Vt. (57, –7%)	60	2,400	97	1,500	900	—	70	56	80
75	39,394	**Innisbrook Resort and Golf Club,** Tarpon Springs, Fla.	990	39,000	11	13,000	11,000	15,000	41	96	1,100
76	39,216	**The Tahoe Beach and Ski Club,** S. Lake Tahoe, Calif.	153	6,000	71	5,640	360	—	65	66	120
77	39,180	**Murrieta Hot Springs Resort and Health Spa,** Murrieta, Fla. (68, –1%)	139	5,446	74	1,082	1,239	3,125	71	49	220
78	39,165	**Pacific Islands Club,** Tamuning, Guam (76, +4%)	310	12,141	42	4,400	4,741	3,000	55	88	350
79	39,073	**Bay Valley Hotel and Resort,** Bay City, Mich. (67, –1%)	151	5,900	73	2,200	2,630	1,070	66	64	188
80	38,636	**Sheraton Tucson El Conquistador,** Tucson, Ariz. (69, +11%)	440	17,000	32	9,000	7,000	1,000	68	59	740
81	38,462	**Dillard House,** Dillard, Ga. (62, +7%)	65	2,500	96	1,000	1,500	—	80	26	80
82	38,024	**Hershey Pocono Resort,** White Haven, Pa.	250	9,506	52	4,783	4,171	552	60	80	300
83	37,879	**Walker's Cay Motel and Marina,** Fort Lauderdale, Fla.	66	2,500	95	1,000	1,000	500	40	97	95
84	37,736	**Indigo Lake Resort,** Daytona Beach, Fla.	212	8,000	60	3,500	2,500	2,000	62	77	302
85	37,594	**Newport Treadway Resort and Marina,** Newport, R.I.	133	5,000	80	3,300	1,700	—	65	69	200
86	37,143	**Seagate Hotel and Beach Club,** Durray Beach, Fla.	70	2,600	92	1,300	1,300	—	59	84	65
87	36,975	**Crystal Mountain,** Thompsonville, Mich. (95, +10%)	119	4,400	82	1,200	1,200	2,000	53	89	215
88	36,296	**Sheraton Bal Harbour,** Bal Harbour, Fla.	675	24,500	20	14,900	6,900	2,700	80	32	592
89	36,000	**Roche Harbor Resort,** Roche Harbor, Wash.	50	1,800	100	450	1,050	300	35	99	200
90	35,862	**Hilton International Mayaguez,** Mayaguez City, Puerto Rico	145	5,200	76	2,785	2,153	262	65	70	142
91	35,857	**Carousel Hotel,** Ocean City, Md.	251	9,000	54	6,000	2,000	1,000	67	63	350
92	35,719	**Mariner's Inn, A Clarion Resort,** Hilton Head Island, S.C.	324	11,573	44	7,048	3,953	572	65	67	306
93	35,602	**Las Vegas Hilton,** Las Vegas, Nev.	3,174	113,000	1	58,000	49,000	6,000	80	33	3,600
94	35,354	**Shore Cliff Lodge & Inn,** Pismo Beach, Calif. (84, 0)	99	3,500	88	2,000	1,500	—	88	6	96
95	35,088	**Americana Lake Geneva Resort,** Lake Geneva, Wis.	342	12,000	43	5,500	4,500	2,000	56	86	350
96	34,615	**Best Western Surf Sand Resort,** Cannon Beach, Ore.	52	1,800	99	1,000	800	—	75	37	25
97	34,594	**Hotel Intercontinental Hilton Head,** Hilton Head, S.C.	416	14,391	37	7,343	6,505	543	50	92	375
98	34,056	**Bahia Resort Hotel,** San Diego, Calif.	323	11,000	47	6,500	3,800	700	80	20	150
99	34,000	**Sheraton Key Largo Resort,** Key Largo, Fla. (58, –24%)	200	6,800	62	4,600	1,900	300	63	74	190
100	33,957	**Skytop Lodge,** Skytop, Pa. (97 +3%)	184	6,248	67	3,340	1,738	1,170	46	93	285

SUBURBAN Top Performers

They did it again! The Sheraton Valley Forge Hotel once again leads all suburban hotels in total sales per room. This year, the 329-room property managed to maintain occupancy in spite of a room addition and other renovations. And with a drop in the sales per room from second-place Grand Bay Hotel in Miami, Fla., it's doubtful the Sheraton Valley Forge will have a serious suburban contender for first place anytime soon.

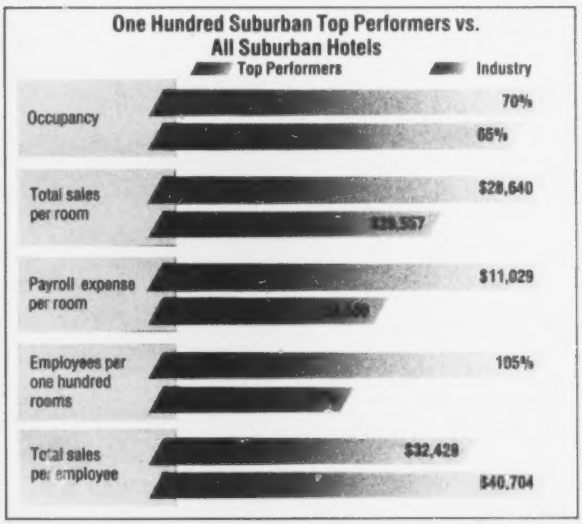
Of this year's group of top suburban hotels, 26 are returning from last year's study. Among the hotels with the highest percentage increases are The Orrington Hotel of Evanston, Ill., with an increase of 30.8 percent over 1985 sales per room and the Best Western Genetti Motor Lodge in Hazleton, Pa., which edged up from last year's No. 61 spot to the 50th position with an increase of 46.7 percent in total sales per room.

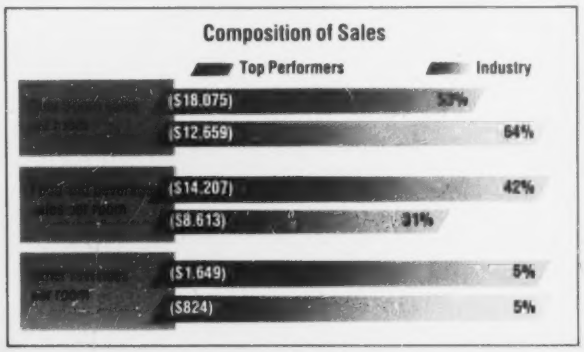
On the average, however, suburban top performers did little better in 1986 than they did in 1985. In 1985, the average sales per room was $28,571 and in 1986, it was $28,640.

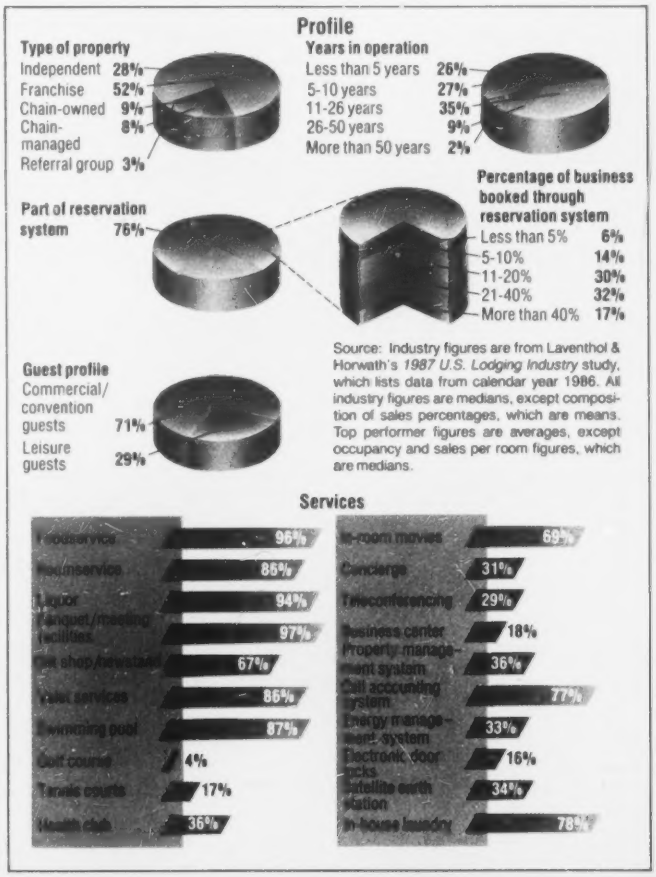
Both suburban top performers and all other suburban hotels dropped the amount spent on payroll per room. For the top performers, the drop was not particularly significant—from $11,712 to $11,029—but it was a bit more drastic for the industry—from $8,977 to $6,560.

As one might expect, most of the suburban top performers on our list are franchised or chain-affiliated properties and most are fairly young; under 10 years old.

The Sheraton and Holiday brands tied for first-place domination of our suburban list; each claimed 12 properties. Best Western had a close second with 10 properties. Other chains which were well-represented in our suburban list: Hilton with eight properties and Marriott and Ramada, each with five properties.







Four Hundred Top Performers

SUBURBAN

RANK	Total Sales/Room ($)		Guestrooms and Suites	Total Sales ($000)	RANK	Guestroom Sales ($000)	Food and Beverage Sales ($000)	Other Revenues ($000)	Average Occupancy (%)	RANK	Number of Employees
1	88,815	**Sheraton Valley Forge Hotel,** King of Prussia, Pa. *(1, +2.8%)	329	29,220	1	8,919	14,263	6,038	82	10	690
2	67,320	**Grand Bay Hotel,** Miami, Fla. (2, – 19.1%)	181	12,185	14	6,187	5,998	—	70	51	361
3	61,856	**Scanticon-Princeton,** Princeton, N.J. (3, +6.9%)	291	18,000	5	7,300	7,900	2,800	66	73	380
4	57,085	**Sheraton Smithtown,** Smithtown, N.Y. (9, +6.0%)	211	12,045	15	6,498	5,301	246	86	1	230
5	56,250	**Holiday Inn Manassas,** Manassas, Va.	160	9,000	24	7,000	2,000	—	71	47	68
6	55,814	**Boston Marriott Hotel—Newton,** Newton, Mass.	430	24,000	2	12,000	10,000	2,000	82	9	455
7	52,080	**Woodcliff Lake Hilton,** Woodcliff Lake, N.J. (13, +9.2%)	350	18,221	4	7,693	8,149	2,379	67	69	400
8	50,232	**Loews Glenpointe Hotel,** Teaneck, N.J. (15, +6.3%)	345	17,330	6	8,700	8,500	130	70	54	350
9	49,020	**Island Inn,** Westbury, N.Y.	204	10,000	18	5,000	5,000	—	80	15	215
10	48,191	**Alameda Plaza Hotel,** Kansas City, Mo. (12, – .2%)	392	18,891	3	9,359	8,962	570	70	52	651
11	46,099	**The Summit Hotel,** Summit, N.J.	141	6,500	38	3,500	3,000	—	70	60	175
12	45,500	**Woodbridge Hilton Hotel,** Iselin, N.J. (28, +16.7%)	200	9,100	23	4,100	4,300	700	78	21	235
13	42,353	**Baltimore Hilton Inn,** Baltimore, Md.	170	7,200	33	2,900	2,900	1,400	66	74	140
14	41,667	**East Norwich Inn,** E. Norwich, N.Y.	72	3,000	80	2,000	800	200	80	12	80
15	41,341	**The Dearborn Inn,** Dearborn, Mich.	179	7,400	32	3,200	3,100	1,100	73	40	250
16	41,052	**The Broker Inn,** Boulder, Colo. (22, – 2.2%)	116	4,762	59	1,863	2,829	70	80	14	180
17	40,900	**Treadway Wellesley Inn,** Wellesley, Mass. (24, +2.8%)	70	2,863	82	1,171	1,627	65	63	86	110
18	40,665	**Embassy Suites Biltmore,** Phoenix, Ariz.	233	9,475	20	6,231	2,775	469	85	5	93
19	40,278	**Buffalo Marriott,** Amherst, N.Y. (35, +19.5%)	360	14,500	10	8,000	6,000	500	80	18	350
20	40,000	**Airtel Plaza Hotel-Best Western,** Van Nuys, Calif.	200	8,000	28	4,100	3,600	300	74	38	200
21	39,986	**Cross Keys Inn,** Baltimore, Md. (23, – 4.8%)	148	5,918	45	2,828	2,945	145	68	66	185
22	38,745	**The Inn at Chester,** Chester, Conn.	47	1,821	95	631	1,190	—	55	94	62
23	38,144	**Ormsby House Hotel/Casino,** Carson City, Nev.	194	7,400	31	1,900	5,500	—	68	67	500
24	36,917	**Peachtree Sheraton,** Peachtree City, Ga. (39, +16.3%)	252	9,303	21	3,940	3,678	1,685	56	91	310
25	36,905	**The Hershey Lodge & Convention Center,** Hershey, Pa.	455	16,792	7	9,245	7,547	—	74	35	450
26	35,650	**Tempe Arizona Inn,** Tempe, Ariz.	80	2,852	85	1,556	977	319	82	8	66
27	35,409	**The Inn at Nichols Village,** Clarks Summit, Pa.	115	4,072	70	1,707	2,365	—	76	24	160
28	35,398	**Holiday Inn & Hoildome,** Livonia, Mich.	226	8,000	27	4,900	3,100	—	85	4	245
29	34,535	**Jumers Castle Lodge,** Peoria, Ill. (34, +2.1%)	170	5,871	46	2,320	3,516	35	75	30	235
30	34,000	**Harvest Drive Motel,** Intercourse, Pa. (49, +17.8%)	50	1,700	97	500	1,000	200	65	79	110
31	33,784	**Radisson Hotel Minnetonka,** Minnetonka, Minn.	222	7,500	30	4,300	3,000	200	—	48	—
32	33,671	**Schaumburg Marriott Hotel,** Schaumburg, Ill.	395	13,300	11	8,500	4,800	—	78	20	250
33	33,400	**Radisson Mark Plaza Hotel,** Alexandria, Va.	500	16,700	8	8,600	7,250	850	65	75	500
34	33,365	**Holiday Inn,** Torrance, Calif. (18, – 24.2%)	386	12,879	12	8,379	4,500	—	75	32	386

*Information in parenthesis indicates last year's Top 400 ranking and the percentage sales per room increased or decreased.

Four Hundred Top Performers

SUBURBAN

RANK	Total Sales/Room ($)		Guestrooms and Suites	Total Sales ($000)	RANK	Guestroom Sales ($000)	Food and Beverage Sales ($000)	Other Revenues ($000)	Average Occupancy (%)	RANK	Number of Employees
35	33,217	**Best Western Golden Lion,** Anchorage, Alaska (25, – 17.3%)	83	2,757	84	1,678	996	83	74	33	55
36	32,895	**Merry Manor Inn,** S. Portland, Maine	152	5,000	53	2,000	3,000	—	69	64	125
37	32,873	**Hilton Inn of Oak Lawn,** Oak Lawn, Ill.	173	5,687	47	3,029	2,622	36	80	18	170
38	32,637	**Inn on the Park Hotel,** Houston, Texas	383	12,500	13	5,500	6,000	1,000	50	98	358
39	31,829	**Raphael Hotel of Kansas City,** Kansas City, Mo. (46, + 6.2%)	123	3,915	73	2,799	1,001	115	76	23	90
40	30,830	**Best Western Canyon Springs Inn,** Twin Falls, Idaho	112	3,453	79	2,103	1,350	—	74	37	85
41	30,769	**Hoffman House** Warren, Mich.	195	6,000	39	4,000	2,000	—	82	6	350
42	30,357	**The Orrington Hotel,** Evanston, Ill. (87, + 30.8%)	280	8,500	25	4,600	3,900	—	72	41	175
43	30,097	**Sheraton Berkshire,** Wyomissing, Pa.	257	7,735	29	4,600	2,800	335	75	31	180
44	29,619	**Best Western Shelter Island Marina,** San Diego, Calif.	97	2,873	81	1,881	945	47	86	2	94
45	29,393	**Bel-Aire Hotel,** Erie, Pa.	145	4,262	68	2,055	2,013	194	74	34	165
46	29,333	**Berkeley Marina Marriott,** Berkeley, Calif.	375	11,000	18	7,250	3,750	—	64	82	310
47	29,196	**Holiday Inn,** Laguna Hills, Calif.	148	4,321	66	2,600	1,470	251	75	27	110
48	29,033	**Columbia Hilton** Columbia, Md.	152	4,413	64	2,688	1,584	141	64	83	180
49	28,889	**Best Western Coachman Inn,** Cranford, N.J.	180	5,200	52	2,600	2,600	—	75	29	125
50	28,645	**Best Western Genetti Motor Lodge,** Hazleton, Pa. (61, + 46.7%)	3	2,664	86	844	1,379	441	66	70	140
51	28,640	**Atlanta Marriott Northwest,** Atlanta, Ga.	419	12,000	17	7,000	4,000	1,000	70	55	400
52	28,571	**Sheraton Park Central Hotel,** Dallas, Texas	560	16,000	9	10,000	6,000	—	68	68	300
63	28,542	**Northland Lodge,** Crookston, Minn.	59	1,684	98	381	942	361	56	92	95
54	28,351	**Ramada Hotel at Oxon Hill,** Oxon Hill, Md.	194	5,500	49	3,100	2,000	400	74	38	185
55	28,069	**Mikado Best Western Hotel,** No. Hollywood, Calif. (62, + 4.8%)	58	1,628	99	770	796	62	72	43	58
56	27,917	**Sheraton Columbia, NW** Columbia, SC	240	6,700	34	3,500	3,000	200	71	49	170
57	27,778	**Mt. Arlington Sheraton Hotel,** Mt. Arlington, N.J.	26	3,500	78	2,200	1,300	—	70	62	100
58	27,638	**Ramada Inn,** Monterey, Calif. (57, + .3%)	80	2,211	93	1,480	688	43	80	17	50
59	27,473	**Bellevue Holiday Inn,** Bellevue, Wash. (81, + 13.6%)	182	5,000	57	3,000	2,000	—	80	19	110
60	27,473	**Jumers Castle Lodge,** Urbana, Ill.	131	3,599	74	1,700	1,870	29	71	50	130
61	26,713	**Sheraton West Port Inn,** St. Louis, Mo.	300	8,014	26	5,113	2,673	228	70	56	—
62	26,522	**Freeport Inn,** Freeport, Minn.	90	2,382	90	772	1,587	23	68	65	85
63	26,413	**The Hotel Saranac of Paul Smith's College,** Saranac Lake, N.Y.	92	2,430	88	521	1,025	884	42	100	78
64	26,316	**Ramada Inn,** Falls Church, Va.	209	5,500	48	3,200	2,300	—	70	61	155
65	26,200	**Holiday Inn Rochester South,** Rochester, N.Y.	250	6,550	36	4,114	2,436	—	70	57	250
66	26,193	**Sheraton Executive Towers,** Ft. Washington Pa. (48, – 9.3%)	135	3,536	75	2,334	1,090	112	72	44	90

Four Hundred Top Performers

SUBURBAN

RANK	Total Sales/Room ($)		Guestrooms and Suites	Total Sales ($000)	RANK	Guestroom Sales ($000)	Food and Beverage Sales ($000)	Other Revenues ($000)	Average Occupancy (%)	RANK	Number of Employees
67	26,136	**Sheraton Potomac,** Rockville, Md.	176	4,600	60	2,500	2,000	100	75	28	115
68	26,054	**The Morris Inn,** Notre Dame, Ind. (65, –.4%)	92	2,397	89	989	1,291	117	64	81	120
69	26,000	**Hilton Inn West,** Akron, Ohio	188	4,888	58	2,720	1,568	600	73	39	110
70	25,478	**McGuires Inn** St. Paul, Minn.	157	4,000	71	1,700	2,200	100	65	77	130
71	25,157	**Residence Inn,** San Mateo, Calif.	159	4,000	72	3,840	—	160	81	11	52
72	25,114	**Westlake Holiday Inn,** Westlake, Ohio	264	6,630	35	3,900	2,430	300	65	76	265
73	25,000	**Howard Johnson Florida Center Hotel,** Orlando, Fla.	260	6,500	37	2,900	3,500	100	72	42	200
74	25,000	**Sheraton Homewood Inn,** Homewood, Ill. (72, +1%)	200	5,000	56	2,200	2,500	300	57	90	165
75	24,299	**Sheraton Northwest** Brooklyn Park, Minn.	214	5,200	51	2,200	2,900	100	60	89	225
76	24,194	**Holiday Inn & Holidome,** Phoenix, Ariz.	248	6,000	43	3,800	2,200	—	78	22	150
77	24,169	**Mansion Hill Best Western,** Fanwood, N.J.	71	1,716	96	1,329	357	30	72	45	52
78	24,138	**Days Inn-Auburn** Auburn, Maine	116	2,800	83	1,000	1,800	—	52	97	85
79	24,058	**Northlake Hilton** Tucker, Ga.	191	4,595	61	2,775	1,600	220	69	63	125
80	24,017	**Best Western Greenwood Hotel,** Bellevue, Wash.	176	4,227	67	2,124	1,980	123	64	80	125
81	24,000	**IBM Corporate Education Center,** Thronwood, N.Y.	250	6,000	42	4,500	1,500	—	70	58	175
82	23,923	**Sheraton Perimeter Park South,** Birmingham, Ala.	209	5,000	55	3,000	1,900	100	60	87	180
83	23,515	**Woodfield Hilton & Towers,** Arlington Heights, Ill.	421	9,900	19	5,200	4,100	600	56	93	350
84	23,451	**Ramada Inn South** West Carrollton, Ohio	226	5,300	50	4,100	1,200	—	71	46	102
85	23,324	**Chieftain Motel** Wenatchee, Wash.	105	2,449	92	917	1,532	—	64	84	100
86	22,115	**Sheraton Maitland Hotel,** Orlando, Fla.	400	9,246	22	4,893	3,645	708	55	95	275
87	23,054	**Farmington Hills Holiday Inn,** Farmington Hills, Mich.	260	5,994	44	4,253	1,379	362	76	26	175
88	22,936	**Holiday Inn-Sport Center,** Miami, Fla.	218	5,000	54	3,500	1,500	—	60	88	90
89	22,876	**Sheraton South Inn,** Nashville, Tenn.	153	3,500	76	3,000	500	—	65	78	60
90	22,690	**Hawthorn Suite Richardson,** Richardson, Texas (96, +6.9%)	71	1,611	100	1,510	17	84	76	25	28
91	22,688	**Sheraton Huntsville,** Huntsville, Ala.	202	4,563	62	2,692	1,891	—	45	99	120
92	22,609	**Best Western Rancho Bernardo,** San Diego, Calif.	115	2,600	87	2,275	200	125	82	7	60
93	22,256	**Best Western Braddock Motor Inn,** LaVale, Md.	86	1,914	94	940	974	—	85	3	—
94	22,117	**Holiday Inn DeLas Cruces,** Las Cruces, N.M.	196	4,335	65	2,493	1,842	—	70	53	195
95	22,013	**Holiday Inn Boston-Randolph,** Randolph, Mass.	159	3,500	77	2,300	1,100	100	80	13	100
96	21,951	**Ramada Inn,** Columbia, Mo.	205	4,500	63	3,000	1,500	—	66	71	137
97	21,505	**Harvey Hotel-Plano** Plano, Texas	279	6,000	41	3,000	3,000	—	70	59	220
98	21,346	**Sheraton Newark Inn** Newark, N.Y.	107	2,284	91	981	1,025	278	63	85	52
99	21,320	**Holiday Inn West Holidome,** Topeka, Kan.	197	4,200	69	2,297	1,680	223	66	72	175
100	21,131	**Denver Hilton Inn South,** Englewood, Co.	306	6,466	40	3,892	2,290	284	54	96	174

HIGHWAY Top Performers

It is not surprising that total sales per room for our highway top performers is lower than the average total for the rest of the performers.

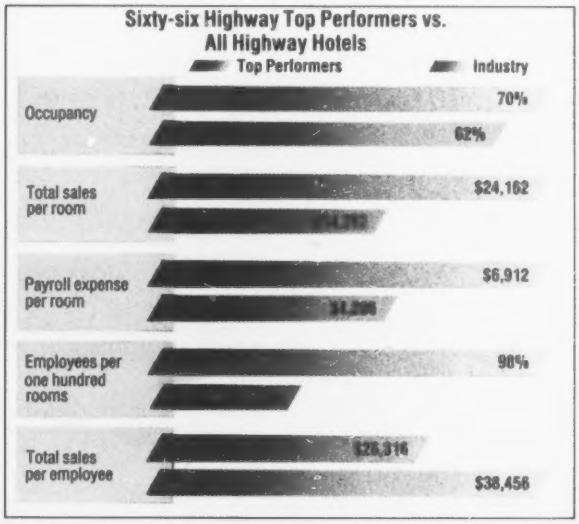
Our sixty-six best highway hotels, to their credit, managed to inch up a couple thousand notches on the grid between 1985 and 1986 despite the hardships facing this segment of the hotel industry. In 1985, total sales per room for the top 66 was $22,159; that figure grew to $24,162 in 1986.

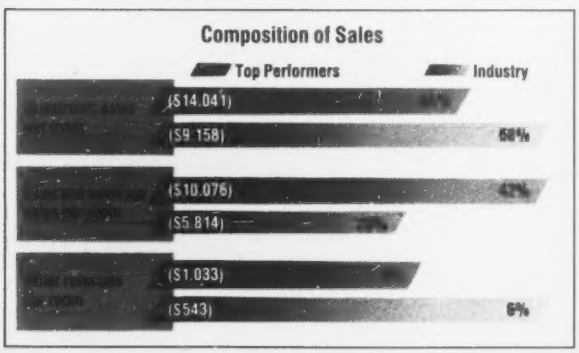
Meanwhile, the highway industry wasn't faring so well. Occupancy slipped from 65 percent in 1985 to 62 percent in 1986. And the low total sales per room measurement in 1985, $14,410, barely grew. The total sales per room for the industry was just $14,262.

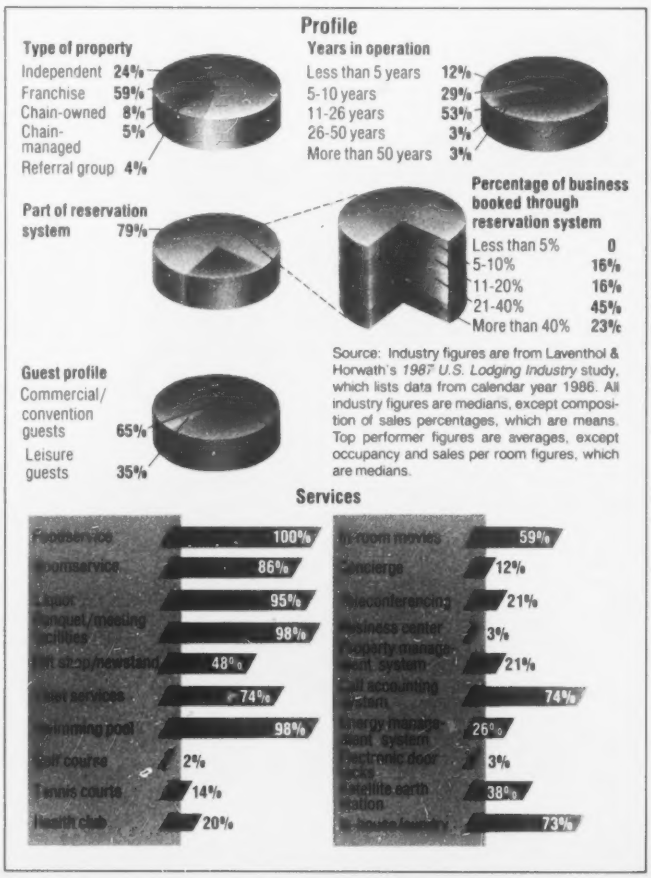
Like the other categories in our study, the highway category registered curious totals in the payroll expense per room measurement. For our top performers, payroll expense grew from $6,063 in 1985 to $6,912 in 1986. But for the highway hotel industry, that number slipped from $5,248 to $4,206.

Is is interesting to note that the center city top performers, which average 98 employees per one hundred rooms like the highway top performers, spend a great deal more in payroll expense per room. In 1985, center city top performers spent $15,816 on payroll per room while highway top performers spent only $6,912 per room.

There were few surprises in the profile figures for the highway top performers: most are franchised properties, and most belong to a reservation system and depend on it for much of their business. It was somewhat interesting to note that 53 percent of highway top performers are 11 to 26 years old. H







Four Hundred Top Performers

HIGHWAY

RANK	Total Sales/Room ($)		Guestrooms and Suites	Total Sales ($000)	RANK	Guestroom Sales ($000)	Food and Beverage Sales ($000)	Other Revenues ($000)	Average Occupancy (%)	RANK	Number of Employees
1	43,413	**The Hanover Inn,** Hanover, N.H.	104	4,515	19	2,115	2,267	133	71	32	189
2	39,370	**Northampton Hilton Inn,** Northampton, Md. *(2, −3.9%)	127	5,000	16	2,000	3,000	—	79	9	180
3	38,342	**Wilmington Hilton,** Claymont, Del.	193	7,400	2	3,900	2,500	1,000	75	16	200
4	38,148	**Best Western Lodge on the Green,** Painted Post, N.Y.	135	5,150	13	1,475	1,100	2,575	64	57	120
5	34,961	**Embassy Suites Hotel,** Colorado Springs, Colo.	207	7,237	3	3,618	3,449	170	75	13	70
6	33,712	**Best Western Golden Pheasant Inn,** Willows, Calif.	104	3,506	32	1,776	1,728	—	94	1	80
7	33,057	**Los Robles Lodge,** Santa Rosa, Calif. (3, −4.7%)	106	3,504	33	1,488	2,002	14	73	24	114
8	32,983	**Howard Johnson Lodge,** Chelmsford, Mass.	118	3,892	29	1,594	2,239	59	68	41	140
9	32,500	**Best Western Gardens,** Litchfield, Ill.	80	2,600	46	900	1,700	—	78	10	80
10	31,808	**Best Western Chieftain Inn,** Chambers, Ariz.	52	1,654	59	503	410	741	66	45	40
11	30,502	**Hanalei Hotel,** San Diego, Calif. (7, +3.7%)	424	12,933	1	8,179	4,343	411	82	6	325
12	29,700	**Yorktown Country Inn,** Yorktown, N.Y.	50	1,485	62	960	500	25	83	4	32
13	29,388	**Ramada Inn,** Newport News, Va.	165	4,849	17	1,749	2,250	850	69	38	145
14	28,833	**Highlander Inn,** Iowa City, Iowa	96	2,768	45	869	1,887	12	60	61	130
15	28,426	**Ramada Annapolis,** Annapolis, Md.	197	5,600	12	3,000	2,500	100	68	42	128
16	28,214	**Best Western Executive Inn,** Tacoma, Wash. (11, +6.8%)	140	3,950	27	1,495	2,280	175	66	47	135
17	28,000	**Inland Empire Hilton,** San Bernardino, Calif.	250	7,000	5	5,000	2,000	—	64	58	183
18	27,953	**Conestoga Hotel,** Anaheim, Calif.	254	7,100	4	3,200	3,660	240	75	17	195
19	27,850	**Clarion Hotel Marin,** San Rafael, Calif.	227	6,322	8	4,196	1,877	249	70	37	197
20	27,752	**Best Western Midway Motor Lodge,** Lansing, Mich.	149	4,135	24	2,100	2,000	35	73	25	125
21	27,160	**Danbury Hilton Inn,** Danbury, Conn.	243	6,600	6	4,300	1,800	500	68	43	215
22	26,984	**Howard Johnson Plaza Hotel,** Lafayette, Ind. (16, +9.7%)	126	3,400	38	1,600	1,800	—	70	35	150
23	26,768	**Embassy Suites-McAllen,** McAllen, Texas	168	4,497	22	2,693	1,654	150	73	29	135
24	26,613	**Econo Lodge-Breezewood,** Breezewood, Pa.	124	3,300	40	1,800	1,500	—	85	3	45
25	26,094	**Sheraton Harrisonburg,** Harrisonburg, Va. (23, +11.6%)	39	3,627	31	1,843	1,662	122	73	27	135
26	25,806	**Holiday Inn,** Quincy, Ill.	155	4,000	26	2,300	1,700	—	70	36	95
27	25,758	**Nendels Inn,** Bellingham, Wash.	132	3,400	37	1,900	1,500	—	73	26	125
28	25,516	**Sheraton-Shenango,** West Middlesex, Pa. (12, −1.4%)	53	3,904	28	1,876	1,884	144	64	60	504
29	25,490	**Cutlass Motor Lodge,** Antigo, Wis.	51	1,300	64	820	480	—	65	49	50
30	24,806	**Sheraton Inn,** Norwich, Conn.	129	3,200	42	1,500	1,700	—	60	63	120
31	24,689	**Timmerman's Lodge and Supper Club,** East Dubuque, Ill.	74	1,827	58	587	1,240	—	49	65	80
32	24,457	**Quality Inn,** Grand Canyon, Ariz.	184	4,500	20	2,500	1,250	750	85	2	85
33	24,162	**Jumer's Castle Lodge,** Bettendorf, Iowa	210	5,074	14	2,700	2,347	27	74	20	215
34	23,910	**Holiday Inn,** Zanesville, Ohio	100	2,391	50	1,165	990	236	74	21	85
35	23,627	**Carrollton Inn,** Carroll, Iowa	67	1,583	61	558	1,025	—	66	46	72

**Information in parenthesis indicates last year's Top 400 ranking and the percentage sales per room increased or decreased.*

Four Hundred Top Performers

HIGHWAY

RANK	Total Sales/Room ($)		Guestrooms and Suites	Total Sales ($000)	RANK	Guestroom Sales ($000)	Food and Beverage Sales ($000)	Other Revenues ($000)	Average Occupancy (%)	RANK	Number of Employees
36	23,466	**Keller's Ramada Inn,** Effingham, Ill. (40, +10.3%)	146	3,426	36	1,494	1,849	83	72	30	130
37	23,391	**Sheraton Harrisburg West,** New Cumberland, Pa. (27, +2.4%)	197	4,608	18	2,759	1,778	71	64	55	165
38	23,364	**Ramada Inn,** Deerfield Beach, Fla.	107	2,500	48	1,100	1,400	—	65	50	100
39	23,346	**Griswold's Hotel,** Fullerton, Calif.	257	6,000	9	4,000	2,000	—	64	59	125
40	23,019	**Best Western/Robert E. Lee Motor Inn,** N. Fort Myers, Fla.	108	2,486	49	1,466	1,020	—	82	5	41
41	22,778	**Best Western Maryland Inn,** Laurel, Md.	126	2,870	44	1,570	1,300	—	64	56	120
42	22,730	**Chalet Inn,** Wapakoneta, Ohio (19, −6.5%)	100	2,273	52	1,022	1,251	—	73	28	110
43	22,549	**Holiday Inn Princeton,** Princeton, N.J.	102	2,300	51	1,700	500	100	73	22	65
44	22,328	**Imperial House Motel,** Findley, Ohio (33, +1.5%)	116	2,590	47	1,124	1,369	97	66	44	98
45	22,250	**Ramada Inn and Conference Center,** Grand Forks, N.D.	100	2,225	53	1,297	839	89	75	15	92
46	22,167	**Holiday Inn Holidome-Elgin,** Elgin, Ill.	203	4,500	21	3,200	1,300	—	72	31	120
47	22,099	**Sheraton Inn York,** York, Pa.	181	4,000	25	2,000	2,000	—	60	62	165
48	21,949	**Holiday Inn Warsaw,** Warsaw, Ind.	157	3,446	35	1,887	1,471	88	70	33	104
49	21,839	**Tara Newton Hotel,** Newton, Mass.	261	5,700	11	4,600	1,100	—	76	12	130
50	21,732	**Navajo Nation Inn,** Window Rock, Ariz.	56	1,217	65	389	591	237	55	64	49
51	21,711	**Harley Hotel of Pittsburgh,** Pittsburgh, Pa.	152	3,300	39	2,100	1,200	—	73	23	108
52	21,569	**Holiday Inn of Sidney,** Sidney, Ohio (55, +12.3%)	102	2,200	54	1,000	1,000	200	75	14	72
53	21,569	**Holiday Inn,** Punta Gorda, Fla.	102	2,200	55	1,100	1,100	—	70	34	75
54	21,552	**Sheraton Sunnyvale,** Sunnyvale, Calif.	174	3,750	30	3,750	—	—	65	51	45
55	21,510	**Sigwick Cliffside Inn,** Harper's Ferry, W. Va.	102	2,194	56	1,164	1,030	—	68	40	90
56	21,296	**Best Western King's Inn,** Torrington, Wyo.	54	1,150	66	419	716	15	68	39	54
57	21,192	**Holiday Inn,** Benton Harbor, Mich. (25, -8.6%)	151	3,200	41	1,700	1,500	—	80	8	125
58	21,153	**Holiday Inn Polo Verde Plaza,** Tucson, Ariz.	300	6,346	7	3,700	2,646	—	65	54	180
59	21,063	**Holiday Inn Harbor View,** San Diego, Calif.	205	4,318	23	3,233	961	124	75	18	95
60	21,048	**Best Western Plantation Inn,** Marlin, Texas	62	1,305	63	1,305	—	—	35	66	11
61	20,986	**Best Western of Thief River Falls,** Thief River Falls, Minn. (47, +4.5%)	78	1,637	60	609	992	36	65	48	95
62	20,833	**Holiday Inn Chester,** Richmond, Va.	168	3,500	34	2,158	1,225	117	78	11	95
63	20,750	**Ramada Inn,** West Long Branch, N.J.	100	2,075	57	1,500	500	75	75	19	80
64	20,692	**Hitching Post Inn,** Cheyenne, Wyo.	250	5,173	10	2,268	2,791	114	65	53	230
65	20,690	**Ramada Inn,** Watertown, N.Y.	145	3,000	43	1,800	1,200	—	80	7	85
66	20,408	**Hotel El Rancho,** West Sacramento, Calif.	245	5,000	15	2,500	2,500	—	65	52	170

AIRPORT Top Performers

As you might have guessed, airport hotels claimed the highest occupancy—both for the five different top performer categories and the five industry categories. What is unusual, though, is the fact that occupancy actually dropped for this year's top performers—from 74 percent in 1985 to 73 percent in 1986. On the other hand, occupancy grew for the industry—from 68 percent in 1985 to 70 percent in 1986.

Airport top performers flew through the year 1986 with a substantial $32,012 total sales per room average while the airport hotel industry totaled a respectable $22,069 sales per room.

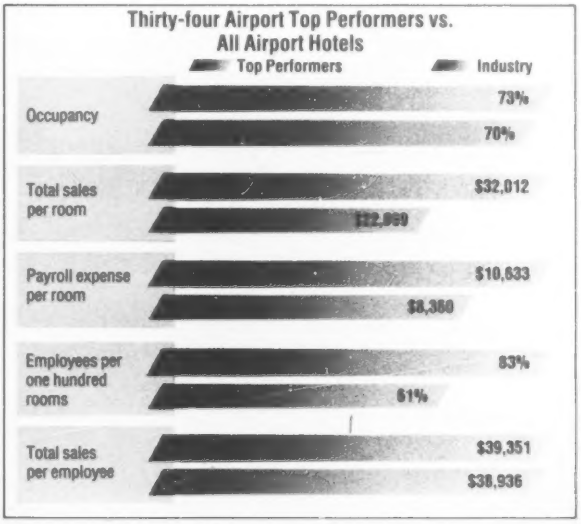
Like the other categories, the payroll expense per room grew a little for the top performers and dropped a little for the industry.

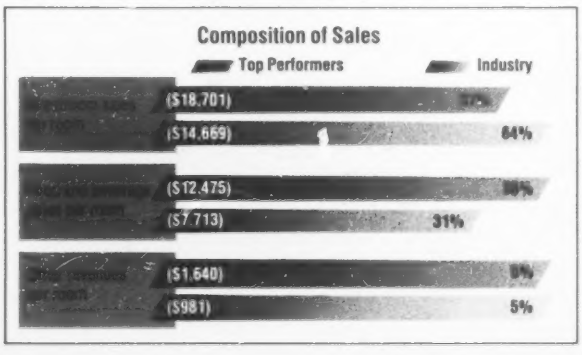
The Sheraton Inn Newark edged up to the No. 1 spot this year with a 2.6 percent increase in the total number of sales. However, there were comparatively few repeat properties on this list of top performers; only 11 properties were on the list last year.

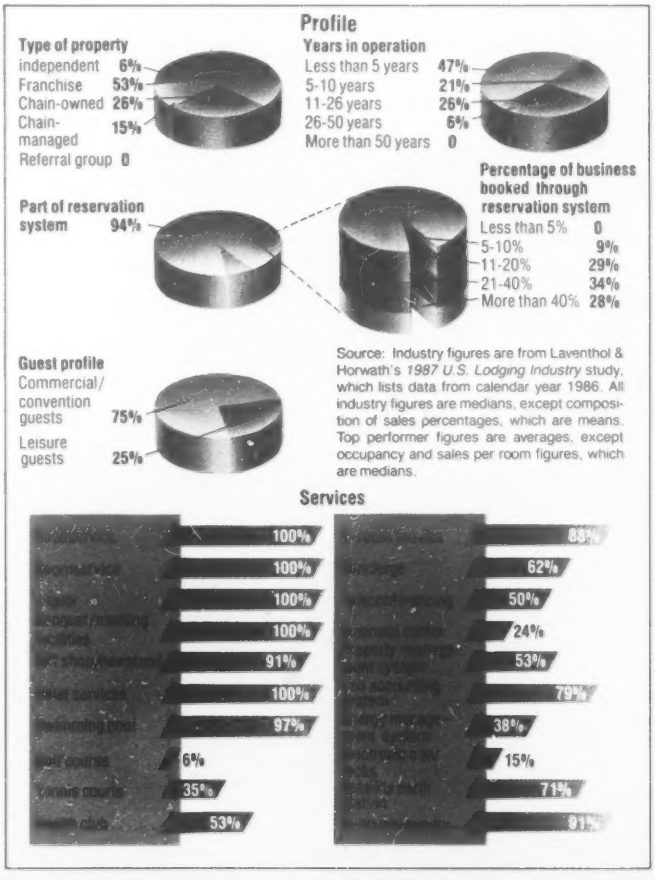
Perhaps a clue to the reason for so few repeats is the fact that most airport hotels are relatively new and airport locations are hot for development these days. Almost half the top performers are less than five years old.

The airport top performers are definitely equipped with the business traveler in mind. Half of the top thirty-four have teleconferencing services, all have banquet and meeting facilities, most have concierge service, and more than half have health clubs.

Sales totals were composed in relatively similar patterns to the 1986 top four hundred study. Approximately, 57 percent of total sales is from guestrooms, 36 percent is from food and beverage sales and 5 percent is from other sources of revenue. H







Four Hundred Top Performers

AIRPORT

RANK	Total Sales/Room ($)		Guestrooms and Suites	Total Sales ($000)	RANK	Guestroom Sales ($000)	Food and Beverage Sales ($000)	Other Revenues ($000)	Average Occupancy (%)	RANK	Number of Employees
1	47,046	**Sheraton Inn,** Airport, Newark, N.J. (2, +2.6%)	259	12,185	11	6,300	5,560	325	80	7	320
2	42,394	**Dallas-Ft. Worth, Airport Hilton,** Dallas, Texas	401	17,000	5	8,000	6,000	3,000	65	29	400
3	41,394	**Sheraton on Harbor Island,** San Diego, Calif.	725	30,410	1	17,594	11,031	1,785	76	14	620
4	39,706	**Crystal City Marriott Hotel,** Arlington, Va.	340	13,500	9	10,000	3,500	—	85	3	320
5	38,211	**Sheraton Riverhouse,** Miami, Fla. (5, −5%)	408	15,590	7	8,207	6,715	668	77	12	435
6	37,815	**Holiday Inn Foster City,** Foster City, Calif.	238	9,000	21	4,200	3,600	1,200	81	4	250
7	37,264	**Hotel Meridien Newport Beach,** Newport Beach, Calif.	435	16,210	6	8,147	7,120	943	57	32	480
8	37,133	**Holiday Inn Ronkonkoma,** Ronkonkoma, N.Y. (16, +37.2%)	195	7,241	27	4,668	2,354	219	80	9	150
9	36,562	**Dunfey San Mateo Hotel,** San Mateo, Calif.	267	9,762	18	4,832	4,331	599	72	21	215
10	34,985	**Red Lion Inn,** Ontario, Calif. (7, −4%)	343	12,000	12	5,170	6,770	60	67	26	350
11	34,800	**Miami Airport Hilton and Marina,** Miami, Fla. (8, −3.3%)	500	17,400	3	9,315	7,091	994	67	27	296
12	34,545	**The Irvine Hilton,** Irvine, Calif.	550	18,700	2	10,000	8,000	700	70	24	350
13	33,917	**Sheraton Grand Hotel,** Dallas, Texas (10, +.6%)	300	10,175	17	6,110	3,710	355	70	22	315
14	33,559	**Kansas City Airport Marriott,** Kansas City, Mo.	263	8,826	23	5,221	3,175	430	80	8	175
15	33,133	**Best Western Sandpiper Airport Inn,** Ft. Worth, Texas	83	2,750	33	900	350	1,500	50	34	50
16	32,350	**Stouffer Concourse Hotel,** Denver, Colo.	400	12,940	10	7,030	5,300	610	78	10	355
17	32,012	**JFK Airport Hilton,** Jamaica, N.Y.	328	10,500	16	8,500	2,000	—	81	5	100
18	31,832	**Radisson Mart Plaza Hotel,** Miami, Fla.	334	10,632	14	5,200	4,911	521	73	17	300
19	31,103	**Orlando Airport Marriott,** Orlando, Fla.	484	15,054	8	9,105	5,089	860	80	6	425
20	30,435	**Travelodge of Puerto Rico,** Santurce, Puerto Rico.	92	2,800	32	1,600	1,200	—	91	1	45
21	30,233	**Sheraton Inn—Portland Airport,** Portland, Ore.	215	6,500	28	4,000	2,500	—	75	15	175
22	29,844	**Cleveland Airport Marriott,** Cleveland, Ohio (19, +11.9%)	378	11,281	13	7,254	4,027	—	74	16	346
23	28,692	**Lincoln Hotel,** Tampa, Fla.	325	9,325	19	4,455	4,485	385	56	33	340
24	27,582	**Park Terrace Hilton,** St. Louis, Mo.	323	8,909	22	5,074	3,597	238	65	28	321
25	27,523	**AMFAC Hotel,** Burlingame, Calif. (20, +3.5%)	327	9,000	20	6,000	3,000	—	77	11	203
26	26,936	**Holiday Inn Intl. Airport,** Bloomington, Minn. (21, +1.7%)	298	8,027	25	4,794	2,544	689	88	2	245
27	26,532	**Holiday Inn Airport East,** Little Rock, Ark.	201	5,333	29	3,020	2,054	259	77	13	175
28	25,950	**Carib Beach Hotel,** U.S. Virgin Islands	100	2,595	34	1,657	610	328	59	31	85
29	25,799	**Holiday Inn Crowne Plaza,** Burlingame, Calif. (14, −9.49%)	407	10,500	15	7,000	3,200	300	67	25	260
30	25,568	**Holiday Inn St. Petersburg-Clearwater Airport,** Clearwater, Fla.	176	4,500	30	2,700	1,600	200	72	19	117
31	25,000	**Best Western Executel,** Seattle, Wash.	140	3,500	31	2,500	1,000	—	73	18	60
32	24,969	**Holiday Inn—Airport,** San Francisco, Calif.	326	8,140	24	5,400	2,700	40	70	23	210
33	24,915	**The Registry Hotel,** Irvine, Calif. (3, −39%)	293	7,300	26	3,500	3,600	200	60	30	260
34	24,279	**Ramada Hotel O'Hare,** Chicago, Ill.	723	17,554	4	10,633	6,086	835	73	20	531

**Information in parenthesis indicates last year's Top 400 ranking and the percentage sales per room increased or decreased.*

Top Twenty-Five Chains

It was lodging's version of "shake, rattle and roll," as the twenty-five top chains in the country maneuvered through a sometimes treacherous year.

Since you are analyzing the chart in August, remember, the room and property count for each chain was valid on December 31, 1986. Obviously the validity of the chain report was altered by the recent acquisition and merger fever.

Once again, however, Holiday Corporation maintained position as the No. 1 hotel chain in the country based on number of rooms.

Curiously, Holiday and the No. 2 contender, Best Western International, actually had fewer properties in 1986 than in 1985. And room counts were only slightly higher than the counts listed in last year's report. Holiday increased room count by .6 percent and Best Western by .2 percent.

The third place chain, Quality International, blew the would-be pattern, however, by adding a whopping 81 properties and increasing room count by 14.8 percent in 1986.

Fourth place Hilton Hotels Corporation added only one property to its count in 1986, and room count increased for the Beverly Hills-based company by 1.5 percent.

There was some re-shuffling in the ranks this year as Marriott and Ramada did a reverse tango. Marriott's Courtyard is largely responsible for the twist. In 1985, Marriott had only 12 Courtyard properties with 1,500 rooms. In 1986, Marriott increased the number of Courtyard properties to 40, which accounted for a total of 6,000 rooms. Consequently, Marriott's room count increased by a remarkable 32 percent.

New to the list this year are Omni Hotels. The Residence Inn Company, which was listed under the Holiday umbrella last year, and Budget Host Inns.

Top Twenty-Five Chains

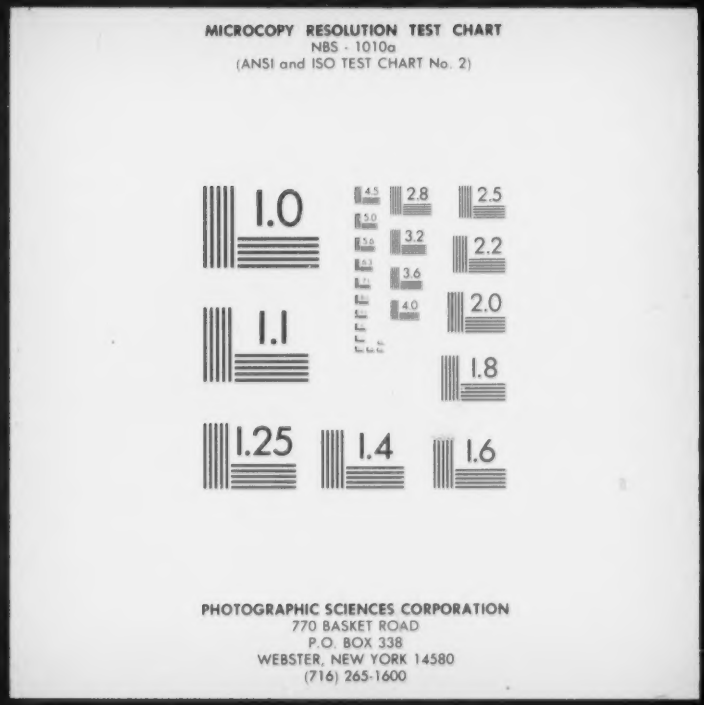
Rank	U.S. Lodging Chains	U.S. Properties		Status of Properties				Foreign Properties	
		Rooms	Number of Properties	Company Owned	Franchised/ Licensed	Management Contract	Other	Rooms	Number of Properties
1	**Holiday Corporation (1)***								
	Memphis, Tenn.								
	Holiday Inn & Crowne Plazas	269,543	1,440	146	1,294	0	0	47,495	201
	Embassy Suites	17,254	73	20	31	22	0	0	0
	Hampton Inn	13,394	106	11	95	0	0	0	0
	Harrah's	2,853	4	NR	NR	NR	0	0	0
	TOTAL	303,044	1,623	177	1,420	22	0	47,495	201
2	**Best Western International Inc. (2)**								
	Phoenix, Ariz.								
	Best Westerns	174,059	1,905	0	0	0	1,905	81,554	1,441
3	**Quality International Inc. (3)**								
	Silver Spring, Md.								
	Comfort Inns	36,921	400	0	400	0	0	1,197	19
	Quality Inns	60,571	478	9	466	3	0	8,734	76
	Clarion/Hotels/Inns/Resorts	10,394	32	1	28	3	0	511	5
	Comfort Suites	1,231	8	0	8	0	0	0	0
	Quality Suites	1,561	10	0	10	0	0	0	0
	TOTAL	110,678	928	10	912	6	0	10,442	100
4	**Hilton Hotels Corporation (4)**								
	Beverly Hills, Calif.								
	Hilton Hotels	97,535	271	25	223	22	0	0	0
	Conrad International Hotels	0	0	0	0	0	0	622	1
	TOTAL	97,535	271	25	223	22	0	622	1
5	**The Sheraton Corporation (5)**								
	Boston, Mass.								
	Sheraton Hotels	95,829	379	57	322	0	0	48,342	127
6	**Marriott Hotels & Resorts (7)**								
	Washington, D.C.								
	Marriott Hotels & Resorts	82,736	194	25	82	99	0	4,988	13
	Courtyard by Marriott	6,000	40	0	0	40	0	0	0
	Marriott All-Suites	244	1	1	0	0	0	0	0
	TOTAL	88,960	235	26	82	139	0	4,988	13
7	**Ramada Hotel Group (6)**								
	Phoenix, Ariz.								
	Ramada Renaissance	6,300	12	2	8	2	0	4,300	15
	Ramada Hotels	13,000	53	13	39	1	0	7,600	31
	Ramada Inn	66,300	442	12	429	1	0	2,500	18
	TOTAL	85,600	507	27	466	4	0	14,400	64
8	**Days Inn of America (8)**								
	Atlanta, Ga.								
	Days Inns	65,770	439	21	387	31	0	488	4
9	**Howard Johnson Franchise Systems, Inc. (9)**								
	Fairfield, N.J.								
	Howard Johnson Hotels	53,556	445	66	379	9	0	1,549	13
10	**Hyatt Hotels Corporation (11)**								
	Chicago, Ill.								
	Hyatt Hotels	46,391	84	NR	NR	NR	0	15,167	42
11	**Motel 6 (10)**								
	Santa Barbara, Calif.								
	Motel 6	45,793	409	409	0	0	0	0	0
12	**Trusthouse Forte Hotels (12)**								
	El Cajon, Calif.								
	Exclusive	1,501	4	3	0	0	1	315	1
	Viscount	3,431	12	11	1	0	0	238	1
	Travelodge	27,365	404	25	169	2	208	1,558	25
	TOTAL	32,297	420	39	170	2	209	2,111	27

Rank	U.S. Lodging Chains	U.S. Properties		Status of Properties				Foreign Properties	
		Rooms	Number of Properties	Company Owned	Franchised/ Licensed	Management Contract	Other	Rooms	Number of Properties
13	**Econo Lodges of America, Inc. (13)** Charlotte, N.C.	31,807	394	0	394	0	0	137	2
14	**Super 8 Motels, Inc. (15)** Aberdeen, S.D. Super 8 Motels	25,655	402	34	368	52	0	99	2
15	**La Quinta Motor Inns, Inc. (14)** San Antonio, Texas La Quinta Inns	23,674	188	165	8	30	7	0	0
16	**Radisson Hotel Corp. (20)** Minneapolis, Minn.								
	Plaza Hotels	3,715	10	0	2	8	0	0	0
	Suite Hotels	1,368	6	0	5	1	0	0	0
	Hotels	9,446	34	0	19	15	0	7,941	35
	Inns	3,520	17	0	14	3	0	0	0
	Resorts	1,111	6	0	3	27	0	0	0
	Colony Resorts	4,502	24	0	0	0	0	0	0
	TOTAL	23,662	97	0	43	54	0	7,941	35
17	**Westin Hotels & Resorts (16)** Seattle, Wash. Westin Hotels & Resorts	18,875	31	NR	0	31	0	13,757	30
18	**Red Roof Inns, Inc. (19)** Hilliard, Ohio Red Roof Inns	18,708	171	171	0	0	0	0	0
19	**Rodeway Inns International (18)** Dallas, Texas Rodeway Inns	18,190	152	0	152	2	0	0	0
20	**Hospitality International, Inc. (17)** Atlanta, Ga.								
	Scottish Inns	6,394	107	0	107	0	0	0	0
	Red Carpet Inns	8,928	120	0	120	0	0	0	0
	Master Host Inns	2,314	23	0	23	0	0	0	0
	Master Host Resorts	286	13	0	13	0	0	220	3
	TOTAL	17,922	263	0	263	0	0	220	3
21	**Preferred Hotels Worldwide (22)** Oakbrook Terrace, Ill. Independent Hotels	13,227	46	0	0	0	46	6,995	27
22	**Omni Hotels** Hampton, N.H.								
	Omni Hotels	10,228	22	2	1	19	0	0	0
	Dunfey Hotels	2,806	8	1	0	7	0	0	0
	International Hotels	0	0	0	0	0	0	1,355	3
	TOTAL	13,034	30	3	1	26	0	1,355	3
23	**Knights Inn (25)** Reynoldsburg, Ohio Knights Inn	12,200	110	84	1	26	0	0	0
24	**The Residence Inn, Co.** Wichita, Kan. All-Suites	10,476	87	23	44	20	0	0	0
25	**Budget Host Inns** Ft. Worth, Texas	7,400	190	0	0	0	190	169	4

N/R — Not reported

Editor's note: All figures are current as of December 31, 1986.

*indicates last year's rank



24:1

CIS
Congressional Information Service, Inc.
Washington, D.C.